Request for Tender

ATO outsource labour for service delivery Panel

Reference SPC-6894

Part 2 – Statement of Requirements

Commonwealth of Australia as represented by the

Australian Taxation Office

OFFICIAL

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[**Note to Tenderers**: terms that are defined in the Draft Deed of Standing Offer have the same meaning when such terms are used in this Statement of Requirements]

1. Introduction

1.1 Agency Overview

ATO Overview

The Australian Taxation Office (ATO) is the principal revenue collection agency for the Australian Government and also delivers various social and economic benefits and incentive programs for Australian citizens.

As the Australian Government's principal revenue collection body, the ATO collects income tax, goods and services tax (GST) and other federal taxes. The ATO also has responsibility for administering a range of programs that provide transfers and benefits to the community, administering the major aspects of Australia's superannuation system and the custodianship of the Australian Business Register.

The ATO receives approximately 10 million telephone enquiries each year about a wide range of small business, individual, superannuation and debt matters. Each year, between 1 July and 31 October (Tax Time), individual taxpayers are required to lodge their income tax returns. Furthermore, most business clients are required to lodge Business Activity Statements each quarter in July, October, February and April. These two key lodgement events result in a substantial increase in the number of telephone enquiries and other activities from members of the public during these peak periods.

1.2 Background on Outsourcing

To support this demand, the ATO has been outsourcing contact centre services since 2006. The ATO established the current Outsource Labour for Service Delivery Panel (RFT ATO 15.27) in 2016 and Activation Work Orders were issued by the ATO under this Panel arrangement in 2017. The work being distributed under these current Activation Work Orders supports inbound/outbound telephony, correspondence and form processing, debt early collection campaigns and web chat and other digital services. The ATO has developed a robust performance, contract and commercial framework under the current Activation Work Orders that support the ATO's changing business requirements.

The current Panel supports outsource arrangements across the ATO, Services Australia, Service NSW, IP Australia and the National Disability Insurance Agency.

1.3 Proposed Solution Overview

The ATO is seeking to replace the current Outsource Labour for Service Delivery Panel (RFT ATO 15.27) with the panel to be established through this Request for Tender process (Panel). In doing so, the ATO is looking for Suppliers that are market leaders in providing:

- large scale workforce with service delivery capabilities;
- the capacity to respond to service delivery work volumes within the projected timeframes;
- a proven track record in delivering similar services and outcomes;
- flexibility, scalability and the ability to rapidly expand capacity;
- account management expertise; and
- a commitment to enhance service delivery outcomes for government.

The Panel will be established for a period of 5 years, with options to extend for 3 further periods of 2 years.

Once established, the Panel will be managed through a centralised management office within the ATO, whose purpose will be to manage the ATO's outsource strategy, including:

- relationship management;
- commercial and contract management;
- any resulting Activation Work Orders;
- work delivery assurance; and
- performance management of 'Activated' Suppliers.

It will also serve to act as the vehicle through which other Australian government agencies can:

- utilise the Supplier Services from the Panel; and
- realise economies of scale across government application of the Panel workforce.

Activated Suppliers from the Panel (ie Suppliers which are issued an Activation Work Order by the ATO) will establish government approved secure premises and a workforce to meet the agreed work allocation requirements.

Allocation of ATO work to Suppliers will be formalised through Activation Work Orders which will include comprehensive details of the Work Type/s, pricing, skilling and performance requirements. The ATO intends to maintain consistency between the proposed pricing and performance models across all work. The ATO's view is that all outsourced service delivery work is inherently very similar in how the services are delivered (people, process adherence, training and core deliverables) and these standard/consistent, price and performance models will enable the ATO to support the leveraging of these outsource services across government.

Activated Suppliers will adhere to performance requirements (Performance Indicators) and strive to constantly improve service delivery outcomes for government. Demonstration of this will be assessed through the comparison of performance data between competing Activated Suppliers.

The ATO will assess Supplier Value (the outcome of performance, relationship and cost) and relate this assessment to additional or changed work allocations during the term of the Panel.

This document sets out the functional and technical requirements of the Services to be provided by Activated Suppliers.

2. Panel Overview

2.1 Description of the Panel – *what is the Panel*?

The ATO is seeking to replace the current Outsource Labour for Service Delivery Panel (RFT ATO 15.27). Tenderers selected to be part of the Panel will have displayed the capabilities described in this Statement of Requirements (SOR) and demonstrated value for money to the Commonwealth.

The actual number of Panellists is subject to the ATO's assessment of value and capability from the market in this Request for Tender (RFT) process. In conducting the RFT evaluation, the ATO will rank Panellists from highest to lowest based upon their assessed relative value for money, and this ranking may be a factor for the ATO in deciding which Panellists will be issued with a Request for Quote (RFQ).

There is no obligation from the ATO to guarantee any or a minimum level of work to any Supplier that is appointed as a Panellist. The Panel will create a non-exclusive purchasing arrangement for the ATO, and the ATO reserves the right to appoint new Panellists at any time.

2.2 Capability Requirements - *what is the ATO looking for?*

The ATO is seeking to establish a Panel of Suppliers which demonstrate the ability to:

- manage various Work Types (as described in Section 4.6) and meet required performance metrics;
- provide additional accommodation, resources and infrastructure if required at short notice to provide additional service delivery capacity;
- provide operational agility and ability to respond to increasing and decreasing workloads;
- assist the ATO to meet its obligation to promote the proper use and management of public resources;
- if required in an Activation Work Order, integrate with existing ATO system applications to service enquiries from Customers in a dynamic multi-channel environment;
- if required in an Activation Work Order, provide specific technologies and tools to support service delivery;
- operate from government approved buildings or internal government premises, and/or the ability to work remotely (where the ATO approves a working from home arrangement);
- operate in a commercially competitive environment;
- innovate and add value, including service delivery improvements, omni-channel implementation, effecting digital agendas and transformation projects, etc; and
- collaborate with other Panellists to meet the ATO's objectives.

2.3 Work Allocation – *how are Suppliers 'Activated'?*

When services are initially required, the ATO will approach one or more Panellists.

The ATO will confirm proposed work allocation via an RFQ process with one or more Panellists. The ranking referred to in section 2.1 may be a factor for the ATO in deciding which Panellists will be issued with an RFQ.

As set out in Deed Clause 5, a Supplier becomes an 'Activated' Supplier upon being issued with an Activation Work Order by the ATO in accordance with this Deed of Standing Offer.

For information relating to work allocation refer to section 4 of this Statement of Requirements.

The ATO envisages up to five Suppliers will be Activated from the ATO's RFQ process. Suppliers may also be Activated by other Authorised Agencies. The list of Activated Suppliers may change during the term of the Deed of Standing Offer.

2.4 Price Validity – *how is Supplier pricing maintained?*

Pricing offered in the RFT process will be used to assess the value for money offered by Suppliers and inform ATO decision/s for potential initial work allocation/s. Following a negotiated agreement with the ATO, the Supplier will be Activated including formalising their pricing (*a more detailed version* based on the pricing included in the Deed of Standing Offer) in the Activation Work Order. This will include details of the Contract Term, price scaling, Work Type specifics, minimum volume agreements and factors that could influence change to the commercial model.

Tenderers should note that any pricing supplied in the RFT must remain unchanged until 30 June 2023. That pricing will represent the maximum price for the relevant volume point. At this stage, the ATO is proposing that a pricing indexation date will be established in any Activation Work Order beyond 1 July 2023 and annually thereafter.

Suppliers not yet Activated may also be considered for selected additional work requirements during the term of the Panel and any RFQ process will serve to assess Supplier pricing and value.

3. Supplier Infrastructure and Services

3.1 Supplier investments - *when does a Supplier need to invest?*

Suppliers are not obliged to invest in infrastructure until and unless Activated from the Panel and subject to ATO requirements. The ATO will not be responsible for any components of Supplier costs other than those that are agreed within an Activation Work Order.

3.2 Service delivery premises - *what do Suppliers need to provide?*

Activated Supplier premises used to deliver Services must be physically located in Australia and strictly comply with the Commonwealth information and data security policies and procedures further described in Section 3.4 of this Statement of Requirements.

Tenderers are to provide full details of proposed locations for ATO assessment of location value.

The ATO may assess the location proposed by the Tenderer in conjunction with the following factors:

- proximity to ATO desktop/IT support services;
- proximity to relevant ATO staff required to support new Supplier / Work Type skilling; and
- ATO network extension feasibility costs (carrier / IT investment).

Details of existing ATO premises are set out in Part 6.

Activated Suppliers may also be required to operate from the ATO, other government premises or other ATO approved locations including remote working at home arrangements. These arrangements will be stated in the Activation Work Order.

3.2.1 Potential hours of operation

Activated Suppliers will be required to maintain business operations and schedule Personnel according to agreed service requirements, which potentially may extend to operate 24 hours a day, 7 days a week including public holidays.

Actual hours of operation will be specified in an Activation Work Order.

3.2.2 Conduct of other Activated Supplier business

Activated Suppliers may only use ATO approved work areas in their premises to undertake approved work as explicitly stated in individual Activation Work Orders. All work areas will be assessed and approved by the ATO to ensure adherence to security requirements.

The ATO reserves the right to amend this during the term of the Deed of Standing Offer.

3.2.3 Business Continuity

When a Supplier is ‘Activated’, it must prepare and provide to the ATO for approval, a Business Continuity Plan (BCP) which sets out details of how the Activated Supplier will ensure the continuity of the management and performance of the Services (and risk mitigation) should an event arise which would otherwise interrupt the provision of the Services. The BCP should address events including pandemics, inaccessible delivery facilities, industrial actions, acts of terrorism, natural calamities and other disruptions.

Activated Suppliers must work with the ATO to understand the criticality of its various functions and develop a BCP which reflects this understanding. This BCP must consider the importance of the ATO's functions, and the impact of disaster on these functions and potential costs.

3.2.4 Failover protection

When utilising their premises, Activated Suppliers must ensure that the Services are provided using failover protection such as Uninterrupted Power Supplies (UPS) and generator capacity.

3.2.5 Training Facilities

Activated Suppliers will supply appropriate training facilities per ATO requirements as agreed in the Activation Work Order.

Training facilities are to be purpose built for training, operating within the Activated Supplier's secure, approved premises, but in isolation of the active agent seating environment.

As a default position – unless superseded by an Activation Work Order – Activated Suppliers must ensure that any approved premises include a minimum ratio of training agent seats to functional fixed agent seats of 1:5, for the entirety of the Contract Term created under the Activation Work Order.

Special consideration may be granted by the ATO – as defined in the Activation Work Order - to allow an Activated Supplier to temporarily modify the premises seating layout to support an initial training ramp up of staff.

3.2.6 Transition In Plan

When Suppliers are Activated, they must provide a Transition In Plan to deliver the Services in the timeframe required by the Activation Work Order. The plan must include:

- Design;
- Security Fit Out;
- Information Technology Fit Out;
- Recruitment/Assessment;
- Training; and
- Operational Ramp and Go-Live.

For additional detail on the requirements of the Transition In Plan, refer to Appendix A.

3.3 IT requirements – *how does an Activated Supplier interface with ATO IT?*

3.3.1 IT security requirements

Activated Suppliers will adhere to the Protective Security Policy Framework in relation to creating, accessing, handling, processing, transmitting and storing official information. A link to the Australian Government Protective Security Policy Framework is included in RFT – Part One Conditions of Tender.

3.3.2 Activated Supplier use of ATO IT

In order to deliver the Services, Activated Suppliers will use ATO's systems (including telephony) and ATO supplied IT hardware and software, which will provide access to the required systems and tools to perform the Services on behalf of the ATO, including:

- desktop personal computer (PC);
- monitor/s;
- keyboard;
- mouse;
- telephone; and
- software.

Activated Suppliers will need to provide telephony headsets at their own cost.

If the ATO approves a working from home arrangement, details of any equipment to be supplied by the ATO and/or the Activated Supplier will be specified in the Activation Work Order.

Refer Appendix B for an overview of the external contact centre deployment architecture.

3.3.3 IT support

IT technical support will be serviced through existing ATO support arrangements. These arrangements will include support for telephony and IT infrastructure.

Activated Suppliers must provide access rights to the ATO's IT representatives (including its service suppliers) for the sole purpose of providing services to the ATO IT and telephony platform. In line with IT service windows, access will be required 24 hours, 7 days a week for potential work.

If the ATO approves a working from home arrangement, details of IT support provided by the ATO will be specified in the Activation Work Order.

3.4 Premises Security requirements – *keeping ATO information secure*

Suppliers must have the ability to provide an Intruder Resistant Area compliant with the Australian Government Information Security Manual (ISM). This requirement also applies to the computer/server room that Suppliers have in their facilities. A copy of the most up to date ISM is available via the Australian Cyber Security Centre website.

When a Supplier is Activated, it must prepare, and provide to the ATO for approval, a Physical Security Project Plan as part of their Transition In Plan (see Appendix A), which:

- demonstrates how the Activated Supplier will comply with the ATO requirements for Zone 3 facilities; and
- includes a floor plan of proposed premises which outlines proposed accommodation solutions.

The ATO's Zone 3 facility requirements may include:

- limited employee and contractor access, with escorted or closely controlled visitors only;
- appropriately secured points of entry and other openings;
- a tamper-evident barrier, resistant to surreptitious and covert entry;
- commercial or SL3 rated security equipment;
- the storage of information or physical assets of which the compromise, loss of integrity or unavailability would have a business impact up to Extreme; and
- the permitted use, but not storage, of information with a Catastrophic business impact level.

The ATO Physical Security Guidelines will be made available to Tenderers upon request. Tenderers should refer to clause 15 of Part 1 – Conditions of Tender, which outlines the process Tenderers should follow to obtain a copy of the ATO Physical Security Guidelines.

3.5 Workforce establishment and maintenance – *recruitment, skilling and replacement*

Activated Suppliers must recruit Personnel to meet the agreed workload requirements in line with the Activation Work Order/s. All Personnel recruited must meet the requirements outlined below in sections 3.5.1 and 3.5.2.

3.5.1 Australian Citizenship

Unless the ATO grants an exemption, it is an essential requirement that all Personnel engaged by the Activated Suppliers to provide the Services be Australian citizens.

An exemption may be requested via the ATO if the Activated Supplier has a requirement for a specialist enabling skill, which is not available within the Australian labour market.

3.5.2 Security Clearances

All Activated Supplier Personnel performing the Services or that have access to the secured part of the Activated Supplier's premises must undergo a Pre-engagement Integrity Check (PEIC) to enable them to access government ATO information/resources.

PEICs will be performed by the ATO at the ATO's cost.

Additionally, all Activated Supplier Personnel who do not require access to information/resources but require access to the Activated Supplier's work area regularly (e.g. cleaners) will require a PEIC.

The PEIC comprises:

- verifying a person's identity using the Document Verification Service;
- confirming a person's eligibility to work in Australia;
- obtaining assurance of a person's suitability to access Australian Government resources, including their agreement to comply with the government's policies, standards, protocols and guidelines that safeguard resources from harm; and
- consenting to a national police records check; these are conducted by the Australian Criminal Intelligence Commission (ACIC).

All Personnel performing the Services will be required to complete and sign security related documentation.

A Pre-engagement Integrity Check is only considered to be complete following the receipt of formal notification from the ATO. No access whatsoever may be granted by the Activated Suppliers and/or Activated Supplier management to either ATO systems or the Activated Supplier's physical environment in which ATO work is performed, to any individual whose clearance has not been advised by the ATO.

Activated Suppliers must maintain an up-to-date database of all Personnel who have submitted to and formally completed and received notification of their Pre-engagement Integrity Check. An audit of Personnel onsite and access to this database can be requested and reviewed at any time by the ATO.

3.5.3 Attrition replacement

Activated Suppliers will be required to manage and replace Personnel through their own internal processes.

Activated Suppliers must develop a staffing solution which minimises attrition cost through flexible workforce models.

3.5.4 Training Paths

Activated Suppliers will be required to deliver training in a flexible manner based on ATO requirements and as outlined in the Activation Work Order. The ATO may also provide training to Activated Supplier Personnel under an Activation Work Order (e.g. train the trainer training).

Each time a new Work Type is introduced or refresher training is required, the ATO will provide the required Training Modules to enable the training to be undertaken by the Activated Supplier.

Specific skill paths for induction and upskilling will be directed and agreed with the ATO.

Activated Suppliers must maintain a workforce with appropriate skilling to meet ATO requirements as outlined in the Activation Work Order.

3.5.5 Workforce Skilling Agreements

The ATO requires that Activated Suppliers make available the agreed, skilled workforce, at the forecast agreed time. This will be measured for all agents under processing time and ready time. This will enable the Activated Supplier's full ability to deliver on the ATO Activity processing expectations as set out in 'Performance Expectations and Management' – see Section 7 of this Statement of Requirements.

Actual Work Type availability from the ATO, relative to the original forecast, may vary subject to Customer demands and priorities, but both the ATO and the Activated Supplier should strive to achieve: ***The right work delivered to the right skilled agent at the right time.***

Activation Work Orders will define the agreed skilling required for the Activated Supplier that will then align to appropriate Activated Supplier training paths. Forecasted Work Types and volumes will then be associated to the volume of skilled agents.

The ATO expects that the skilling requirement for all Work Types will fit and be categorised under the following Skill Banding, based on complexity and time for an agent to become skilled to sufficiently handle activities.

Skill Band	Maximum Training Investment
1	3 weeks
2	3 to 5 weeks
3	5 to 8 weeks

Skilling agreements with the ATO will be defined as a 'Skill Profile' and are based on a percentage distribution of the skilling of the Activated Supplier's workforce between the Skill Bands.

A hypothetical Activated Supplier agreement could look similar to following:

Skill Band 1	40%	Skill Band 2	30%	Skill Band 3	30%
Skill group 1	(25%)	Skill group 3	(20%)	Skill group 5	(20%)
Skill group 2	(15%)	Skill group 4	(10%)	Skill group 6	(10%)

In the above scenario, an example of what is important to the ATO from a skilling perspective is that the Activated Supplier has provided 10% of its staff skilled in 'Skill group 6' at the time agreed, regardless of the volume of type 6 work actually processed. Variations in the volume of Work Type processed can potentially be as a result of the ATO network, work routing or prioritisation.

Activated Suppliers and the ATO will understand (through reporting) why Work Type volume processing has varied. Activated Supplier performance will be questioned when it is identified that Activity processing has suffered as a result of deficient supply of agents in the agreed skill at the agreed time.

The Skill Bands above may be reviewed by the ATO and adjusted with consultation with the Activated Supplier.

The actual Skill Profile agreement between the Activated Supplier and the ATO will be contained in the Activation Work Order.

The 'default' Skill Profile for Activated Suppliers to consider for this RFT response is detailed in Section 4 – Activation Work Orders of this Statement of Requirements.

3.6 Workforce Management Expectations - *Supplier systems and processes*

Activated Supplier access to ATO systems and processes will be described in the Activation Work Order. Activated Suppliers will have access to the following ATO supplied systems:

- Workforce Management (Genesys Work Force Management and Configuration Manager Environment);
- Quality Framework and reporting;
- Verint Screen and voice recording;
- Real-time (CCPulse) data; and
- Reporting data – Cognos.

Activated Suppliers must provide and maintain all other workforce management, capability and operational systems to effectively enable and improve the delivery of the agreed Services defined in Activation Work Orders.

3.6.1 Performance and reporting

The ATO will facilitate access for Activated Suppliers to a reporting tool, relevant reports or data to enable them to report their performance in line with the Performance Management Framework and ATO requirements.

The Performance Management Framework in section 7 of this Statement of Requirements sets out the Standard Performance Indicators that are common to all Work Types and will be used to measure an Activated Supplier's performance. Customised Performance Indicators may also be included in an Activation Work Order to address additional ATO requirements.

The Performance Management Framework will subsequently inform invoicing and performance cycle discussions.

3.7 Scalability – *Supplier to be ready to expand to meet ATO needs*

3.7.1 Scalability

Suppliers must provide a solution that is quickly deployable, flexible and scalable to assist with increasing and decreasing fluctuations in workload. Suppliers must provide an approach to staffing and accommodation that can facilitate increased and decreased workloads throughout the year as requested.

The ATO expects that Activated Suppliers will have spare seats in their solution at all times, ready for rapid expansion when required. As a guide to prospective Suppliers, ATO currently holds spare (ready to service additional workforce) physical seat capacity within its outsource environment at a ratio of approximately 1:5.

3.7.2 Maximum Capacity

Activated Suppliers must provide additional capacity in their staffing model which will facilitate workload increases of up to 10% of agreed forecast on a daily basis. This additional capacity will be the responsibility of the Activated Supplier to manage through its resourcing model and will be funded only when an agreed workload increase occurs.

Maximum capability is expected to be achievable without the need for additional recruitment.

4. Activation Work Orders

4.1 Activation Work Orders - *How will the Supplier be allocated work volumes?*

Activation Work Orders create Contracts for the Services when a Supplier is Activated from the Panel.

Activation Work Orders will include:

- **Volume of work committed** – based on workload;
- **Term/period of agreement** – term of workload agreed to (typically in months/years);
- **Work Type details** – overview of the particular Work Types potentially to be delivered;
- **Workforce skilling requirements** – the agreed skill profile for the Supplier workforce;
- **Performance requirements** – associated with work required to be performed;
- **Transition In requirements** – planning requirements for the Supplier's infrastructure and workforce;
- **Agreed pricing** - to the ATO for the volume of work, including all one-off costs; and
- **Other assumptions and exclusions** - agreed between the ATO and Activated Supplier.

4.2 Activity Production Time

All Activation Work Orders will be based on a volume of 'Activity Production Time' (APT). APT will be the negotiated and billable commodity for the majority – if not all – of the work transactions between Activated Suppliers and the ATO. Regardless of the Work Type, the agreed pricing for Services will be based on APT.

APT is measured as seconds of time that the Activated Supplier invoices the ATO for the Activities processed. The cost for APT is based on 'cost per second' and the aggregate of APT is typically referred to as 'workload'.

APT includes all Activated Supplier Activity processing time, from Activity commencement through processing, hold and technical consultation, to finalisation (or after-call) processes. APT does not include Activated Supplier non-Activity processing time related time such as wait/ready time, break times, training, coaching, quality assurance, etc.

The ATO will then use this common commodity (APT) for comparison between Activated Suppliers for the work being proposed or conducted to contribute to the assessment of the Activated Supplier's value for money. APT will enable the ATO to leverage work allocation decisions – across all Work Types and channels - between Panellists to ensure the best value for money for ATO.

APT seconds (and associated price) is the core ongoing commercial agreement between the ATO and the Activated Suppliers.

4.3 Volume and Term – *Will Activated Suppliers be provided a Baseline?*

All Activated Suppliers will be provided a **'Minimum Workload Agreement' (MWA).**

The MWA is the minimum volume of work that the ATO agrees will be tasked to the Activated Supplier and will be delivered by the Activated Supplier under the Activation Work Order during the Contract Term. An initial MWA with an Activated Supplier will typically (but not necessarily) apply for a minimum of 2 years, although it may be decreased in accordance with section 4.5 of this Statement of Requirements.

A formal review (and potential increase or decrease) will be conducted by the ATO prior to the completion of the initial 2 years of the Contract Term and discussed with the Activated Supplier as part of the strategic ATO/Activated Supplier relationship.

4.4 Volume Increases - *Can this work volume be increased?*

The MWA represents the minimum volume commitment from the ATO to the Activated Supplier, however, more work may be allocated to the Activated Supplier above its MWA, subject to the ATO's developing needs. The actual workload allocated to an Activated Supplier is defined as the 'Actual Workload Agreement' (AWA). The AWA with the Activated Supplier will typically be greater than the Minimum Workload Agreement (MWA), with the workload that exceeds the MWA (i.e. the difference between AWA and MWA) being the 'additional workload' that is allocated to the Activated Supplier.

The AWA will be agreed with the Activated Supplier in a rolling forecast process (see section 4.9 of this Statement of Requirements). Workload allocations in the forecast process - above the MWA – are at the discretion of the ATO and will be based on ATO strategic business needs and value assessments.

The ATO will consider the materiality and urgency of additional workload needs when deciding additional workload allocations. Allocations to Activated Supplier volumes may be preferred to an RFQ process including to existing Panellists. No commitment is made by the ATO as to the required additional workload volume that will trigger whether the ATO conducts an RFQ, however, the ATO has previously conducted RFQ processes for work allocations >10% of the existing outsource workload commitments. Changes to the MWA are considered and negotiated annually with each Activated Supplier as part of the strategic ATO/Supplier relationship. This may include the transfer of workload between Suppliers.

4.5 Volume Decreases - *Can Activated Supplier workload agreements be decreased?*

The ATO is cognisant of Supplier investments associated with establishing and maintaining an enterprise to deliver on the anticipated workload agreements. Agreements however must be flexible to adapt to changing ATO/government requirements and mitigate potential performance degradation. The following provides an overview of the considerations for each of the workload agreements that will be in place with the Activated Supplier.

Minimum Workload Agreement (MWA)

Without prejudice to Contract Clause 5, the ATO may reduce or cease a MWA for any of (but not limited to) the following reasons:

- Severe or Continued Non-performance Incidents (see section 7 of this Statement of Requirements);
- volume of work available;
- change in strategic direction of ATO; and
- Machinery of Government changes.

In accordance with Contract Clause 5, the ATO will give 4 months' notice of the reduction of cessation of the MWA unless the reduction or cessation is due to the occurrence of a Breach Event, an Adverse Change Event or a Step In Right Event, in which case the specified date of effect in the notice may be any date nominated by the ATO.

The MWA reduction or cessation notice period may be adjusted by the ATO as part of the Activation Work Order.

Actual Workload Agreement (AWA)

Without prejudice to Contract Clause 5, the ATO may reduce or cease any additional work above MWA (AWA minus MWA) for any of (but not limited to) the following reasons:

- unsatisfactory performance by the Activated Supplier in relation to one or more of the performance metrics (see section 7 of this Statement of Requirements);
- volume of work available;
- change in strategic direction of the ATO; and
- Machinery of Government changes.

In accordance with Contract Clause 5, the ATO will give 2 months' notice of the reduction or cessation of any additional work above MWA unless the reduction or cessation is due to the occurrence of a Breach Event, an Adverse Change Event or a Step In Right Event, in which case the specified date of effect in the notice may be any date nominated by the ATO.

The additional workload (above the MWA) reduction or cessation notice period may be adjusted by the ATO as part of the Activation Work Order.

Activated Suppliers will typically be notified of volume decreases via the forecast process. In accordance with Contract Clause 5, the ATO will accept 'Separation Costs' (see Separation Cost Statement section below) for all instances where the MWA is reduced or ceased unless the reduction or cessation is due to a Breach Event or Adverse Change Event occurring.

Separation Cost Statement

All Activated Suppliers must provide to the ATO for acceptance an up-to-date Separation Cost Statement to detail the exact cost to the ATO for the reduction or cessation of:

- 10% of MWA;
- 25% of MWA;
- 50% of MWA; and
- 100% of MWA (cessation).

This information will be used by the ATO to provide commercial agreement exposure data to government and to support any potential (but unlikely) transition planning. The ATO expects that it will seek an update to these statements and Transition Out Plans as part of its standard account assurance and management process.

4.6 Work Types – *What work is included?*

4.6.1 Core Work Types

Core Work Types will make up the majority of work to be performed by Activated Suppliers.

Core work is general Customer service activities in line with the following workforce capabilities:

- English speaking;
- computer literate and able to follow a process/script;
- undertake specified training;
- process activities - typically defined pieces of work;
- operate in a scheduled environment;
- operate within ATO systems if required;
- adhere to quality assurance process; and
- servicing Customers directly or indirectly.

Core Work Types may include:

- inbound and outbound telephony (for example, resolving Customer enquiries, outbound campaigns, and providing advice);
- correspondence and form processing (for example, application and exception processing, updating client details, resolving written enquiries and issuing correspondence); and
- web chat and other digital services.

4.6.2 Specialised Work Types

Specialised Work Types are Work Types that require a specialised skillset or certification. Where a specialised Work Type is required the ATO reserves the right to request tenders from the open market to refresh the Panel to meet business needs.

4.7 Workforce Skill Profile – *Supplier Workforce skilling agreements*

Activated Suppliers will have workforce skill profile agreements with the ATO. Workforce skill profile agreements are explained in section 3.5.5 of this Statement of Requirements.

For the purpose of providing pricing for this RFT process Suppliers are expected to maintain a default blended workforce as shown below:

Skill Band Category	% of Workforce
1	40%
2	30%
3	30%

4.8 Standard hours

Core hours are 7am to 7pm Monday to Friday, except public holidays, at the place where the Activated Supplier delivers the Services. Tenderers should note that service delivery hours may vary and potentially extend to 24/7 if required by the ATO. The actual hours of work required will be determined at the time of the allocation of the work and defined in the Activation Work Order established with the ATO.

4.9 Rolling Forecast Process

The ATO will provide a rolling 6 month forecast to each Activated Supplier, and the parties will then negotiate an AWA by applying the following process.

Timing	ATO and Activated Supplier activities:
6 months out	ATO and the Activated Supplier negotiate indicative workload and workforce requirements (including skilling)
5 months out	ATO and the Activated Supplier update workload and workforce requirements
# **4** months out	ATO to provide indicative work arrival pattern (intra-day and intra-week) requirements ATO and the Activated Supplier confirm planned delivery requirement and agree the AWA
3 months out	Activated Supplier provides ATO with assurance that it will be able to meet the AWA
2 months out	Activated Supplier provides ATO with assurance that it will be able to meet the AWA
# **1** month out	Final confirmation
# **Target Month**	Month of service delivery

The stages indicated with '#' are regarded as major stages in the forecast process in that these stages are linked to the Performance Management Framework (see section 7).

5. ATO Support

5.1 Business Establishment Support – *ATO support of newly Activated Suppliers*

The level of support required by new Suppliers will be assessed by the ATO when a Supplier is Activated. Activated Suppliers will be supported to achieve ATO operational knowledge and self-sufficiency to deliver on ATO service delivery expectations.

As a guide, embedding of operational requirements may take approximately six (6) months from the date of first workload supply commitment from the ATO.

5.1.1 Procedural delivery

Activated Suppliers will be given access to ATO processes, procedures and frameworks. Specific reference materials and tools will be outlined in individual Activation Work Orders.

5.1.2 Reporting data

Activated Suppliers will have access to ATO data relative to Services provided.

5.1.3 Ongoing ATO support

Activated Suppliers will have ongoing access to ATO technical escalation services; however Activated Suppliers must gain a level of self-sufficiency in supporting their own business over time. Activated Suppliers will also be included in regular operational and commercial meetings with the ATO to enable a thorough understanding of all current and future deliverables.

5.2 New Work Type support – *how Activated Suppliers are supported to learn new Work Types*

The ATO will determine the appropriate level of support required when a new Work Type is undertaken by an Activated Supplier. This may include:

- relevant ATO processes and procedures relating to the new Work Type;
- access to subject matter experts;
- training materials to enable Activated Suppliers to train their Personnel; and
- floor walking support provided by the ATO.

6. Work Delivery

6.1 Guaranteed availability of work – *ATO intent for each day of each month*

The availability of sufficient work from the ATO to meet the agreed volume workload between the ATO and the Activated Supplier will be managed by the ATO. Activation Work Orders will include details of the likely agent ready time between the delivery of ATO activities (this informs Activated Supplier agent occupancy levels).

For pricing purposes for this RFT, Tenderers should assume a 90% occupancy rate.

6.2 ATO Network outages – *what happens when work can't be delivered to the Activated Supplier?*

A Telephony and IT System Failure is an IT/telephony (IT/T) fault that occurs specific to ATO IT/T property that prevents work being delivered as normal to the Activated Supplier's sites or impacts the Activated Supplier's ability to perform the Services.

Examples of IT/T System Failure include:

- loss of connectivity between ATO systems and IT/T infrastructure located at the Activated Supplier's sites;
- failure of telephone handset infrastructure (provided by the ATO) located with the Activated Supplier;
- failure of server equipment (provided by the ATO) located on the Activated Supplier's sites;
- failure of ATO IT/T system software and/or hardware; and
- failure of the ATO computing environment resulting in Supplier Personnel not being able to log into the ATO environment where required.

An IT/T System Failure does not include:

- a fault caused by an act or omission of the Activated Supplier's Personnel;
- an unforeseen event (as described in Contract Clause 30); or
- the Activated Supplier's Personnel being unable to log into the ATO environment because they do not have an ATO approved profile.

If an IT/T System Failure occurs, the ATO will assess the impact on the Activated Supplier's decreased ability to generate revenue through measurement of decreased workload supply relative to the agreed forecast for the calendar week in which the system failure occurs.

An ATO decision and remuneration table (thresholds and extents of compensation) will be provided to Activated Suppliers in their Activation Work Order. The ATO generally pays compensation when an Activated Supplier's workload has been affected by greater than 10% for the calendar week.

6.3 Activity processing timing – *when should work be done during the day/week/month?*

ATO workloads are typically aligned to real-time Customer expectations and seasonal business operations (for example, Tax Time peaks). Activated Suppliers must manage their workforce to meet these work timing requirements.

ATO work delivery planning will be provided to the Activated Suppliers in the Activation Work Order and reflected in the forecast process over the course of the Contract Term. This information will detail the intra-day/intra-week/intra-month work delivery pattern at the skill (training requirement) level and provide the Activated Suppliers with the required information to establish and deliver a suitable workforce service.

For the purpose of Tenderers' financial response to this RFT, the following delivery patterns should be considered as a default.

Intra-day delivery

Tenderers should demonstrate their ability to provide coverage across the delivery hours of the day. Currently, typical ATO delivery is a graduated delivery across the following pattern:

- 7am – 10am 12.5% of workload for day;
- 10am – 12pm 22.5% of workload for day;
- 12pm – 2pm 22.5% of workload for day;
- 2pm – 5pm 30% of workload for day; and
- 5pm – 7pm 12.5% of workload for day.

Intra-week delivery

Tenderers should demonstrate an ability to accommodate a variation in delivery between the days of the week, typically to accommodate busy days on Mondays, or following public holidays or other impacting events.

Tenderers should assume that each day may be based on 20% (1/5th) of the weekly workload requirement; however, the distribution may vary by 5 percentage points per day. For example, as a guide, a week of 5 days may include one day with a 25% share (i.e. 20% plus 5%) and another day with a 15% share (i.e. 20% less 5%).

Intra-Month delivery (seasonality)

Activated Suppliers must be able to apply a flexible workforce design and scheduling practice to accommodate moderate monthly workload variations to support varying ATO business requirements. Actual 'seasonality' will be detailed in the Activation Work Order with the ATO showing the monthly workload requirements for each month of the year.

For the purpose of Tenderers' financial response, Tenderers should assume that each month will be based on 1/12th of the annual agreement volume, +/- 10% each month. Tenderers should also consider variations between months associated with the number of business days in each month, which may extend the potential 10% variation – this is typically most notable in December.

Intra-month variations beyond that defined above are likely during the term of an Activation Work Order. The Activated Supplier costs in ramping up additional staff to meet these forecasted increases for particular months of the year will be appropriately considered by the ATO and may result in an agreement for additional recruitment and training charges to be levied by the Activated Supplier.

7. Performance Expectations and Management

7.1 Guiding principles of performance – *ATO expectations of performance management*

The ATO expects Activated Suppliers to achieve the following core performance deliverables:

- **Reliability** — the volume of service is performed when it was promised;
- **Quality** — the work was performed appropriately, following defined processes and systems;
- **Conduct** — that Activated Supplier Personnel, on behalf of government, display appropriate behaviour;
- **Customer** — a measure of Customers' satisfaction with the Services provided;
- **Efficiency** — the work is done efficiently and does not create unnecessary resulting effort; and
- **Outcome** — realise and improve government goals that should result from the work activities.

Performance Indicators will be established in Activation Work Orders to measure Activated Supplier performance against the above deliverables. Performance Indicators are typically consistent with ATO staff expectations and adapted to suit a commercial arrangement with an external supplier.

Service Credits - associated with Performance Indicators - are designed by the ATO to be fair and highly manageable. Service Credits are typically aligned to the extent of an Activated Supplier's non-performance (e.g. minor non-performance is associated with a minor Service Credit) and escalate only when non-performance is serious in extent and nature or prolonged and repeated (not rectified).

Activated Suppliers must self-manage their performance. The ATO not only measures the performance of an Activated Supplier, but the ability of the Activated Supplier to interpret, represent and report their performance against:

- the performance of other Activated Suppliers (through the performance reports supplied by the ATO);
- the Activated Supplier's historical performance to measure improvement;
- the strengths and weaknesses within the Activated Supplier's workforce to assess potential future performance (outlier mapping); and
- how service performance could, or is, being modified to improve current service delivery issues.

Ultimately, the ATO uses the visibility, benchmarking and perspective of the multi-Supplier Competition Framework to inform Activated Supplier performance and value assessments to the ATO. The ATO will endeavour to align, during the term of the Panel, work allocations to Suppliers that deliver the greatest value for money to the government.

Suppliers are provided (at section 7.2) with an overview of the performance measurements that will be proposed to Activated Suppliers, but the ATO expects to provide Suppliers with defined performance requirements in the Activation Work Order negotiation process. This will include Work Type, skilling and timing details and the proposed performance requirements for the type of work proposed.

Unsatisfactory performance against one or multiple performance metrics may lead to the following:

- Service Credits in the form of financial payments;
- reduction of AWA;
- reduction of MWA;
- termination of the Activation Work Order.

As referred to above, a reduction in MWA or termination may result from a Severe Non-performance Incident or a Continued Non-performance Incident by an Activated Supplier.

A **Severe Non-performance Incident** is an event where a Performance Indicator (see section 7.2 below) is breached by the Activated Supplier beyond an ATO minimum tolerable level. These thresholds will be defined and agreed in the Activation Work Order and are typically set well beyond the Performance Indicator Service Credit regime. This event signifies a single non-performance incident of gross proportion reflecting 'severe' Customer service impact.

A **Continued Non-performance Incident** is associated with repeated or sustained non-performance against the Performance Indicators. This event typically signifies non-performance that is unable to be rectified and improved by the Activated Supplier within an agreed period of time. This incident will be in effect when the following occurs:

- 6 or more failures of any monthly Key Performance Indicator (KPI) (excluding 'efficiency') within a 6 month period.

The Activated Supplier will be relieved of the consequences of a Severe Non-performance Incident or a Continued Non-performance Incident to the extent that Contract Clause 30.1 applies.

7.2 Standard Performance Indicators

The following is an overview of the likely performance KPIs and Service Credit models to be imposed as part of a resulting Activation Work Order. This detail will enable Tenderers to assess their ability to meet (and exceed) these requirements and understand potential implications for non-performance.

Reliability - Activated Suppliers will be assessed on their ability to deliver on their workforce supply and Activity processing promises.

This KPI will measure:

1) As we approach the Target Month (30 days out), has the Activated Supplier established (recruited and skilled) the promised (4 months out) workforce?

   A Service Credit applies if this has deteriorated by >10%

2) For every day of the Target Month, did the Activated Supplier deliver the workforce and proficiency agreed 30 days ago? This is measured in workload (including Activity processing outputs)

   A Service Credit applies if daily delivery is affected by >10%

3) At the end of the Target Month, did the Activated Supplier provide the workload promised and process the volume of Activities at the promised efficiency level (average handle time)? This is measured in the volume of Activities processed.

   A Service Credit applies relative to the extent of under-supply (e.g. a 3% Service Credit will apply if the Activated Supplier delivers 3% less than the target number of Activities for a given month), with the Service Credit to be limited to a maximum of 10% (i.e. this Service Credit will not exceed 10% even if the Activated Supplier delivers less than 90% of the target number of Activities for a given month).

The sum of the above Service Credits is limited to a maximum of 10% of the workload value for the Target Month.

The ATO does not define the volume of Activities and required efficiency in the Rolling Long Term Forecast - this is prescribed by the Activated Supplier. The ATO will merely measure if the Activated Supplier delivered on its **workforce design** and **promise**.

Quality - All work processed by Activated Suppliers will be assessed according to the ATO's quality management processes. Activated Supplier-processed activities are assessed under the same quality framework and against the same criteria as internal ATO staff performing the same Work Types.

Activated Supplier performance will be measured against the KPI threshold of a minimum acceptable level of 90% of all assessed transactions that must be of acceptable quality.

Activated Supplier quality trained Personnel will be inducted and moderated into ATO's quality management process to enable a consistent understanding and application of quality assessment for their own agent quality management. ATO assessors however will conduct the formal assessments for each month of Activated Supplier measurements.

Any Work Type performed by the Activated Supplier can be assessed, including work being handled by Activated Supplier agents consolidating their skills. It is the responsibility of the Activated Supplier to ensure new or upskilling agents are sufficiently supported to ensure an effective outcome for the ATO and its Customers.

The Service Credits that typically apply to quality performance are summarised below and demonstrate a notable difference in remedy implication between an isolated incident and repeated non-performance.

Threshold	Service Credit (% x monthly service charges)
>= 90%	0.0%
< 90%	1%
< 85%	2%
< 80%	3%
< 75%	**4%**

Consecutive months of quality failure – potential uplift	Service Credit uplift
1	No uplift
2	1.5 x Service Credit amount
3	2 x Service Credit amount
4	4 x Service Credit amount
5 or more	**8 x Service Credit amount**

Conduct – Activated Supplier agents delivering Services on behalf of the ATO are in effect a representative of the Commonwealth. Conduct incidents have a Customer service impact and can pose a significant risk to the ATO's reputation and security. Measurements will be in place across all Work Types to assess Activated Supplier Personnel conduct.

Measurements will track incidents of:

- validated complaints against Activated Supplier Personnel related to public interactions;
- security and privacy breaches; and
- conduct by Activated Supplier Personnel that is in breach of Contract Clause 29.1(i) (General Conduct incident).

Incidents will be assessed as either General Conduct incidents or Severe Conduct incidents.

Conduct incidents will be assessed by the ATO Manager and Activated Supplier Representative. Final decisions regarding the severity of an incident will be at the ATO's sole discretion.

General Conduct incidents

The total volume of work handled by the Activated Supplier per month will determine the extent of any Service Credits that apply for General Conduct incidents. Service Credits will range from 1% to 4% of the monthly Fees (excluding uplifts for consecutive monthly failures).

The Activated Supplier must take appropriate corrective action to prevent a reoccurrence of conduct incidents. Therefore, a Service Credit Uplift will apply to repeat incidents in consecutive months.

A summary of the Service Credit Uplift for repeated non-performance is below:

Consecutive months of conduct failure	Service Credit Uplift
1	Not applicable
2	1.5 x Service Credit amount
3	2 x Service Credit Amount
4	4 x Service Credit Amount
5 or more	8 x Service Credit Amount

Severe Conduct incidents
A Severe Conduct incident is any incident where an agent's misconduct has a significant risk or impact to the ATO's reputation, data, privacy or security.

Severe Conduct incidents will be assessed on a monthly basis to determine if Service Credits will apply and to what extent.

If an incident is assessed as 'Severe', a Service Credit of $20,000 will apply per incident. If more than one Severe Conduct incident occurs during a given month, the Service Credit is cumulative.

If the Severe Conduct incident Service Credit and General Conduct incident Service Credit apply in the same period, only the greater amount of Service Credits will apply.

Customer – Activated Supplier service delivery performance from the ATO's Customers' perspective may be assessed.

Tenderers should consider the future inclusion of an independent review of Customer outcome measurement including issue resolution, Customer knowledge and Customer treatment.

Efficiency – The Activated Supplier's ability to deliver Services efficiently will be assessed across the following metrics:

- Work Type processing time – handle time;
- Processing resolution – was the work finalised; and
- Processing assistance – did the Activated Supplier need assistance?

Activated Suppliers will demonstrate the overall efficiency of their service delivery in daily scorecard performance reporting to the ATO and qualified – demonstrating a balanced view of the above metrics - to the ATO on a quarterly basis as part of the business review process.

All Performance Indicators are used to assist in determining Supplier Value - see section 7.4 of this Statement of Requirements.

7.3 Customised Performance Indicators – *when special measurements are required*

Where appropriate, the ATO may establish a Customised Performance Indicator/s in Activation Work Orders for particular Work Type performance assessments. These indicators typically relate to high-level, outcome-based deliverables.

These indicators typically exist in addition to the Standard Performance Indicators and measure the broader or longer-term benefit or impact resulting from the Activity performed.

Example of potential application may include:

- revenue based measurement – per volume of work conducted;
- Customer resolution;
- digital channel initiative support; and
- sustained high performance in service delivery.

Customised Performance Indicators may also be established in an Activation Work Order with an Activated Supplier to enable measurement of a modified work payment model. The ATO may decide to create a payment for services model for components of the Services delivered within the Deed of Standing Offer, that is mutually agreed between the ATO and Activated Supplier as an improved method of linking service payment to Activated Supplier outcome – beyond the 'workload' based model.

At the ATO's discretion, this model may also include outcome incentives and/or risk/reward sharing agreements.

7.4 Measuring Supplier Value - *how the ATO will measure Activated Supplier effectiveness*

Activated Supplier Value represents the summarised overall assessment of the Activated Supplier's value to the ATO, for comparison to other Supplier alternatives.

An overview of the inputs used by the ATO in the measurement of Activated Supplier Value is included below:

Service	Performance	Relationship	Price
The delivery of work measured in KPIs and delivery reporting	Comparison to other Activated Suppliers (competition framework)	Based on an assessment of the following criteria (where applicable): • Responsiveness and agility to ATO needs • Flexibility – acceptance of change • Capability of Activated Supplier Personnel • Service Improvements – innovation and value-add • Improved use of ATO money • Honesty and Openness – Trusted Partner • Risk Reduction – Sharing • Consciousness of ATO Outcomes	As compared to Activated Suppliers, subject to ongoing validity of pricing provisions (see section 2.4 of this SOR) • Activity Production Time • Establishment & fixed Costs • Separation Costs (ATO liability)

Activated Supplier Value is measured by the ATO on a quarterly basis and summarised annually. The contents and inputs of the calculation of Supplier Value provide insight for the Activated Supplier as to their strengths and weaknesses – from ATO's perspective – to enable service and relationship improvement.

7.5 Competition Framework – *comparing value between Suppliers*

The ATO will operate a Competition Framework that compares all Activated Suppliers. Activated Supplier Value inputs and the results of the Competition Framework will inform ATO decisions around future work allocations and potential redistributions between Activated Suppliers, during the term of the Deed of Standing Offer.

The ATO's Competition Framework operates as a balanced scorecard of overall Activated Supplier performance and considers the cost effectiveness of the Services provided.

8. Relationship Management Framework

8.1 Relationship Model – *how Suppliers relate to the ATO*

Activated Suppliers – as part of the Activation Work Order

Once a Supplier has been Activated, the Activation Work Order will include the relationship management strategy as per the Deed of Standing Offer as well as:

- a specific performance management framework; and
- review periods and other requirements as outlined in the Activation Work Order.

Operational Governance

Activated Suppliers must participate in all performance and contract meetings as agreed to by both parties and outlined in the Relationship Management Plan. These meetings will be used to provide clear understanding of all operational and contractual obligations. An example of the meeting cycle is outlined below:

- Weekly Operational Management Meeting;
- Monthly Operations and Commercial Meeting;
- Quarterly Business Review; and
- Annual Performance Review.

Activated Suppliers will provide the relevant service and operational reports as agreed in the Activation Work Order.

Activated Suppliers must ensure all Personnel comply with assurance requirements and maintain all governance reporting. As part of compliance, Activated Suppliers will also ensure they take relevant action to address assurance requirements. Assurance requirements may include:

- conflict of interest declarations;
- statutory declarations;
- security audit process and reporting; and
- site security checks.

8.2 Supplier Conduct – *expected conduct of all Supplier Personnel*

Integrity and Ethical behaviour

Suppliers (including those that are not Activated) must ensure that their own business practices are carried out with integrity and ethics and the requirements of the Deed of Standing Offer.

8.3 Value-add services – *what value-add is expected and how the ATO will assess this*

The Activated Suppliers will provide industry expertise to the ATO.

The Activated Suppliers must work collaboratively with the ATO to design new delivery models and test best practice in areas such as recruitment, training and coaching. This innovation design and delivery is to be discussed with the ATO every 3 months or as agreed under the business review process.

Tenderers should outline in Part 4 – Financial Response the value-add services that it will provide to the ATO under the Deed of Standing Offer or Activation Work Order (or both) for no cost.

8.4 Value-add services for Fees

The ATO may, subject to business needs, also procure from the Panellists (including Activated Suppliers) additional associated goods and services. These goods and services are those directly aligned to or included within the Supplier's capabilities inherent in their delivery of the Services within this Statement of Requirements to the ATO.

These additional goods and services may include:

- Techniques: advisory services involving techniques, methodology and approaches to continuous improvement, process management and controls, customer experience management, workforce management, knowledge management and performance management;
- Processes: development and/or implementation of new processes or process changes;
- Systems and Technology: support for digitisation, advanced analytics, artificial intelligence, automation and omni-channel implementation initiatives; or
- Personnel: resources to support specialised or ad hoc activities, including debt recovery, support for specific government campaigns, contact centre advisory services, project resources or short-term resource augmentation.

Activated Suppliers will be permitted to adopt an alternative pricing structure to support these value-add services and the ATO will conduct an RFQ process with one or more Panellists to assess final value for money for any value-add services procurements.

Appendix A – Transition In Plan

Design Phase

In this phase, when the Suppliers are Activated from the Panel they must develop a High Level Solution Specification and Detailed Design to meet the following requirements:

- physical security fit out (including specifications and timeframe);
- Recruitment Plan (including security clearance process);
- Training Plan; and
- any other matters specified in an Activation Work Order.

Activated Suppliers must deliver to the ATO and obtain approval of these documents in order to complete the Design Phase.

Activated Suppliers will be given the opportunity to consult with stakeholders, as arranged by ATO.

IT fit-out (where required)

On completion of the physical security fit out, the ATO and the Activated Supplier will commence the Information Technology fit out in the following steps:

- define requirements / floor plan(s) cabling;
- define IT Hardware: PCs / phones / printers;
- create final floor plan(s) / cabling plans;
- IT Hardware - delivery / storage;
- IT Hardware/Infrastructure- installation/set up; and
- IT System Testing.

These steps will be completed by the ATO's ICT representatives in accordance with the requirements outlined in section 3.3 - Information Technology Support.

A full report detailing the ICT fit out, steps undertaken and the result achieved will be completed by the ATO for review and sign off by all parties prior to go-live.

Part 6 – Information Pack and Part 4 – Financial Response indicate the cost Activated Suppliers will be required to bear in relation to the IT fit-out.

Physical security fit-out

Suppliers must not commence the Physical Security fit out Phase of the project, or any part of it, without the written authorisation from the ATO Physical Security Management that the Design Phase has been completed.

Activated Suppliers must build the proposed solution in accordance with the outcomes of the Design Phase approved by the ATO.

The ATO will inspect the premises on advice from Activated Suppliers that they have completed the physical security fit out. This inspection will be completed by the relevant ATO representatives, who will provide a report detailing the outcome of their assessment and any remedial work to be completed.

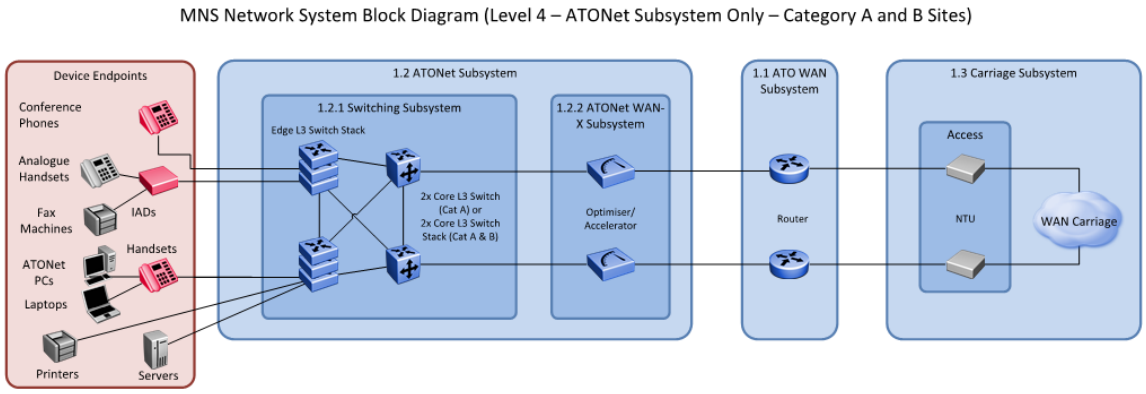
Following the completion of any remedial works, a final site evaluation will be completed by the relevant ATO representatives to provide assurance to all work.

Part 6 – Information Pack and Part 4 – Financial Response indicate the specifications and cost Activated Suppliers will be required to bear in relation to the Physical Security fit-out.

Appendix B

Supplier use of ATO IT

The diagram below illustrates the external contact centre deployment architecture that will be provided by the ATO and used by an Activated Supplier to deliver the Services. Refer section 3.3.2 of this SOR for details of who is responsible for particular IT components.



*Activated Suppliers will need to provide telephony headsets at their own cost.

Annexure 1 — Services Australia Requirements

See separate document.

Request for Tender

ATO outsource labour for service delivery Panel

Reference SPC-6894

Part 2 – Statement of Requirements Annexure

Commonwealth of Australia as represented by the

Australian Taxation Office **OFFICIAL**

Issue Date:	**Closing Time:**	**Lodge your Tender at:**	**Contact point:**
26 November 2021	5:00pm (AEDT) on 10 January 2022	AusTender Electronic Tender Box www.tenders.gov.au	Contact: Gerard Peters Email: SPC6894OutsourceLabourPanel@ato.gov.au

Annexure: Services Australia Requirements

1. Introduction

1.1 Services Australia Requirements

Note to Tenderers: *Services Australia intends to acquire its regular, day to day services ('Core Services') on terms that are substantially in accordance with the ATO's Statement of Requirements.*

*Services Australia does have special and unique requirements. This Annexure sets out some requirements specifically relevant to Activation Work Orders (**AWOs**) that Services Australia may place with Successful Panellists to cover those special and unique requirements. Services Australia will specify, in any RFQ that is issued to Successful Panellists, whether the ATO's Statement of Requirements or this Annexure applies to the AWO that Services Australia is seeking to issue.*

- ***Tenderers are not required to include details of their compliance with this Annexure in responding to the RFT****. Panellists will be selected on the basis of their compliance with the ATO's requirements specified in the RFT, and* ***not*** *on the basis of compliance with the Services Australia requirements set out in this Annexure.*
- ***Tenderers are not required to provide any pricing in relation to this Annexure in responding to the RFT.*** *The pricing provided by Tenderers as part of their Tender must only reflect the requirements set out in the Deed (which includes the ATO's Statement of Requirements but does not include this Annexure).*

Successful Panellists may have a separate opportunity to respond to Services Australia's Annexure requirements as part of a subsequent RFQ process. This separate RFQ process will be conducted under the Deed agreed with those successful Panellists. If Services Australia issues an RFQ in relation to the requirements in this Annexure, it will seek pricing applicable to those requirements in the RFQ and Panellists will be required to use the ATO's Panel pricing but may propose alternative pricing to meet Services Australia's specific Annexure requirements.

Panellists will need to, in any response to a Services Australia RFQ (including those for the requirements in this Annexure), indicate where their pricing needs to be different for Services Australia's specific requirements.

Services Australia will assess Panellists' responses to the RFQ, including their proposed pricing, as part of its value for money assessment.

(a) The explanation below explains how this Annexure may be incorporated in an AWO that Services Australia places with a Successful Panellist. This Annexure 1 (Services Australia Requirements) (**Services Australia Annexure**) to Part 2 (Statement of Requirements) (**ATO SOR**) sets out some requirements which Services Australia might seek in an AWO. Where this Annexure is included in an AWO placed by Services Australia, the requirements in the ATO SOR apply to Services Australia as follows:

(i) where this Services Australia Annexure includes additional requirements, Activated Suppliers will be required to meet those requirements in the AWO placed by Services Australia as well as the requirements in the ATO SOR;

(ii) where this document includes requirements that are inconsistent with the requirements in the ATO SOR, the requirements in this document override the ATO SOR for the AWO placed by Services Australia;

(iii) where this document provides that part of a requirement is additional to or inconsistent with the position in the ATO SOR, then:

(A) the parts of the requirements specified in this Services Australia Annexure will apply to the AWO placed by Services Australia; and

(B) the remainder of the requirements specified in the ATO SOR will apply to the AWO placed by Services Australia;

(iv) where this document notes that the position in the ATO SOR applies, then the requirements in the ATO SOR apply without amendment for Services Australia; and

(v) if a section provides that the ATO SOR applies in addition to Services Australia's requirements, this means that Services Australia's additional requirements will be included in the AWO placed by Services Australia.

(b) For any AWOs placed by Services Australia, references to the ATO in the SOR will be read as referring to Services Australia. While the ATO will manage the Panel of Suppliers as described in the ATO SOR, AWOs placed by Services Australia that include this Services Australia Annexure will incorporate the ATO SOR and the requirements in this Services Australia Annexure in the manner described above.

(c) Services Australia will allocate work in the manner described in the ATO SOR, but AWOs placed by Services Australia may incorporate an SOR based on this Services Australia Annexure. Services Australia also reserves the right to incorporate additional or varied requirements in any AWO as permitted by the ATO SOR and the Deed.

(d) Services Australia has additional conditions that it will require Suppliers to comply with in all AWOs, in addition to the requirements in the ATO SOR and this Services Australia Annexure. These are specified in Appendix D.

(e) The requirements specified in the ATO SOR refer to months, which means calendar months. The Services Australia requirements in this Services Australia Annexure refer to Settlement Periods. A '**Settlement Period**' is a predetermined 4 week period that begins on a Monday and concludes 28 days later on a Sunday. Generally there are 13 settlement periods in a financial year. Settlement periods are set out at Appendix E.

(f) Terms used in this document are defined in either the Deed, the ATO SOR or Appendix F to this Services Australia Annexure.

(g) Certain Services Australia policies that the Supplier will be required to comply with are specified at Appendix G to this Services Australia Annexure.

(h) An example Performance Management Framework is included at Appendix H to this Services Australia Annexure.

Services Australia Overview

Services Australia is the Australian Government's main service delivery arm responsible for designing, developing and delivering government payments and services to the Australian community through digital, phone and face-to-face channels.

In 2019/20, Services Australia successfully answered more than 17 million phone calls, 12 million visits to Service Centres and administered approximately $137 billion in payments. Interactions completed digitally grew by 31 per cent. A portion of this amount was provided by Services Australia's service delivery partners. More current details of Services Australia's call volumes and historical data, including the data of the services provided by Services Australia's service delivery partners, is included at Appendix A to the Services Australia Annexure.

Services Australia also provides assistance to people who are affected by natural disasters, including the 'Black Summer' bushfires and the COVID-19 pandemic response by taking phone calls and processing claims. At those times, Services Australia needs to supply a surge in its operations to focus on that work.

1.2 Background on Outsourcing

Services Australia has been using the ATO contract framework since 2017 and the volume of work being done has increased substantially in line with government requirements. Services Australia supports inbound telephony, government campaigns, non-telephony activities (processing), and emergency work (including Australian Government Disaster Recovery Payment). More recently Services Australia supports payment programs associated with the COVID19 response.

1.3 Proposed Solution Overview

(a) In accordance with the ATO SOR and as detailed in any Services Australia AWO.

(b) However Services Australia's Annexure requirements differ to the requirements specified in the ATO SOR. This includes:

(i) Services Australia approves remote working arrangements in exceptional circumstances;

(ii) Services Australia's Performance Management Framework; and

(iii) Services Australia may require additional services to reflect increased customer demand due to health or environmental concerns (known as 'Surge Services'). The requirements that apply to these services may be different to the requirements for the other services specified in this Annexure, which may be detailed in an AWO placed by Services Australia.

Note to Tenderers: *Tenderers should review this Services Australia Annexure in detail to understand the requirements that Services Australia may include in an AWO (but Tenderers are not required to respond to Services Australia's Annexure requirements as part of this RFT process). Additional detail of Services Australia's requirements will be specified in any AWO placed by Services Australia.*

2. Panel Overview

2.1 Description of the Panel – *what is the Panel*?

In accordance with the ATO SOR and as detailed in any Services Australia RFQ.

2.2 Capability Requirements - what is Services Australia looking for?

In accordance with the ATO SOR and as detailed in any Services Australia RFQ. In addition, Services Australia may have requirements for surge services, may approve remote working arrangements (in exceptional circumstances), and requires working hours which differ to those specified in the ATO SOR. These requirements are included in more detail in this Services Australia Annexure.

2.3 Work Allocation – how are Suppliers 'Activated'?

In accordance with the ATO SOR and as detailed in any Services Australia RFQ.

2.4 Price Validity – how is Supplier pricing maintained?

In accordance with the ATO SOR and as detailed in any Services Australia RFQ.

Note to Tenderers: *Pricing for Services Australia's Annexure requirements should not be included in Tenders. For clarity, this clause 2.4 will apply to any RFQ placed by Services Australia as it assesses each Panellist's suitability to provide Services Australia's requirements.*

3. Supplier Infrastructure and Services

3.1 Supplier investments - when does a Supplier need to invest?

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

3.2 Service delivery premises - what do Suppliers need to provide?

In accordance with the ATO SOR and as detailed in any Services Australia AWO. Services Australia's remote working arrangement requirements are described in section 3.2.7 of this Services Australia Annexure.

Note to Tenderers: *In response to any RFQ placed by Services Australia, Panellists will be expected to offer the best possible pricing where the cost of premises can be minimised e.g. by sharing premises between AWOs and between Commonwealth Agencies.*

3.2.1 Potential hours of operation

(a) This section 3.2.1 of the Services Australia Annexure overrides section 3.2.1 of the ATO SOR for the AWO placed by Services Australia.

(b) For Services Australia, Activated Suppliers will be required to maintain service operations as described in the ATO SOR for:

(i) Core Business Hours, which are:

(A) Monday – 7:00am-7:00pm;

(B) Tuesday – 7:00am-7:00pm;

(C) Wednesday – 7:00am-7:00pm;

(D) Thursday – 7:00am-7:00pm; and

(E) Friday – 7:00am-7:00pm;

but excluding Australian national public holidays.

Note to Tenderers*: Tenderers must deliver services on State/Territory public holidays in the location where Services are performed.*

(ii) Extended Hours, which includes:

(A) any hours outside of the Core Business Hours where necessary to ensure the Agents can complete the Calls in accordance with the AWO;

(B) any hours outside of the Core Business Hours as notified by Services Australia from time to time, including to cover end of day operations or daylight savings time;

(C) weekends and/or Australian national public holidays, and/or

as specified in the AWO (**Hours of Operation**).

(c) Services Australia will not pay fees for any overtime and will only pay fees for Core Business Hours and Extended Hours, as specified in the AWO.

Note to Tenderers*: How Tenderers employ and roster their personnel to perform the Services across the Core Business Hours and Extended Hours is a matter for Tenderers to determine. Any resultant AWO which includes this Annexure will be a contract for*

service delivery, which means that the AWO will not incorporate any concept of overtime. Pricing will be based only on fees payable for services.

3.2.2 Conduct of other Supplier business

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

3.2.3 Business Continuity

(a) In accordance with the ATO SOR and as detailed in any Services Australia AWO. In addition, Services Australia will require:

(i) any Business Continuity Plan provided by the Supplier to reflect risk and disaster management;

(ii) that Suppliers report any site-specific risks and mitigations;

(iii) risk management plans to be provided when risk ratings affect business responses; and

(iv) a site-specific business continuity plan to be provided within 60 days of new sites being operational.

3.2.4 Failover protection

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

3.2.5 Training Facilities

In accordance with the ATO SOR and as detailed in any Services Australia AWO. However, Services Australia does not require a specific ratio of training agent seats to functional fixed Agent seats.

3.2.6 Transition In Plan

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

3.2.7 Remote Working Arrangements

(a) In accordance with the ATO SOR and as detailed in any Services Australia AWO.

(b) This clause 3.2.7 applies in addition to the requirements in the ATO SOR.

(c) In exceptional circumstances, Services Australia may approve the Supplier to provide the Services using remote working arrangements, including working from home arrangements (**WFHA**).

(d) If Services Australia approves any WFHA, the Supplier will be required to provide those WFHA on the following terms:

(i) the WFHA must be implemented at no additional cost to Services Australia, and within a timeframe acceptable to Services Australia;

(ii) WFHA must only be used for a temporary period from a date approved by Services Australia and until the Supplier is notified otherwise by Services Australia;

(iii) Services Australia will provide certain equipment to enable Agents approved for WFHA (including a mobile phone, laptop and a headset and may include a desktop computer and monitor), and:

(A) Services Australia can recover the cost of lost or damaged equipment (and this is not limited by any indemnity in the Deed);

(B) it will be the Supplier's responsibility to ensure equipment provided to Agents is tracked, cleaned and returned to Services Australia within the timeframes required by Services Australia; and

(C) the Supplier must ensure use of that equipment is in accordance with Services Australia's requirements;

(D) Services Australia will not attend any remote site to provide support for equipment used in a WFHA, and Supplier Personnel will be required to present that equipment at the nearest Supplier contact centre for support;

(iv) to the extent any equipment is not provided by Services Australia, the Supplier is responsible for supplying all necessary equipment and for ensuring it functions sufficiently to provide the Services in accordance with the AWO;

(v) WFHA must be used only for a quantity of Services and for Work Types approved by Services Australia;

(vi) WFHA must only be offered to categories of Personnel from a specified location or site approved by Services Australia;

(vii) WFHA must only be offered to Personnel who are high performing, have undergone appropriate security assessments, and who are up to date with the training as required by Services Australia;

(viii) the Supplier will be required to ensure that Personnel have completed, signed and understood any documentation required by Services Australia (and the Supplier will be required to comply with any directions from Services Australia in relation to that documentation);

(ix) if a Severe Conduct Incident occurs in respect of any WFHA, then the Service Credit applicable to that failure will be multiplied by 2;

(x) the Supplier must comply with any additional requirements directed by Services Australia, including in relation to security and privacy (for example, any measures which the Supplier must implement to mitigate against any risks of breach of security or privacy);

(xi) the WFHA will not affect, limit or reduce the Supplier's obligations under the AWO;

(xii) the Supplier must provide reports, plans or information on WFHA as reasonably required by Services Australia in addition to any other reports or information provided under the AWO (and the Supplier must comply with any plans approved by Services Australia); and

(xiii) the Supplier must update any plans and supporting policies relevant to the Services to reflect WFHA for approval by Services Australia, as reasonably requested by Services Australia (e.g. the Business Continuity Plan).

***Note to Tenderers**: Panellists may be requested in an RFQ issued by Services Australia to provide pricing information which details the effect (including reduction) that any WFHA will have on the proposed Workload Second cost.*

3.3 IT requirements – how does the Supplier interface with Services Australia IT?

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

3.3.1 IT security requirements

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

3.3.2 Supplier use of Services Australia IT

(a) In accordance with the ATO SOR. However:

(i) use of Services Australia IT may be different for any remote working arrangements (see section 3.2.7); and

(ii) Tenderers should refer to Appendix C to this Services Australia Annexure for an overview of the external Services Australia contact centre deployment architecture (and note that Appendix B to the ATO SOR relates to ATO contact centre deployment architecture only).

3.3.3 IT support

In accordance with the ATO SOR and as detailed in any Services Australia AWO. Section 3.2.7 includes IT support requirements for remote working arrangements.

3.4 Premises Security requirements – *keeping Services Australia information secure*

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

3.5 Workforce establishment and maintenance – *recruitment, skilling and replacement*

(a) In accordance with the ATO SOR and as detailed in any Services Australia AWO. However, Services Australia:

(i) will also require Suppliers to meet all employment or other contractual obligations in relation to its Personnel, including ensuring compliance with any applicable award or other entitlements; and

(ii) may allow Suppliers to engage in subcontracting, but only if Services Australia has given prior approval to the subcontracting (including the terms and conditions that apply to that subcontracting arrangement).

3.5.1 Australian Citizenship

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

3.5.2 Security Clearances

(a) In addition to the security clearance requirements in section 3.5.2 of the ATO SOR, Services Australia will require an additional personnel approval process to apply to any AWOs that include this Annexure. This approval process:

(i) requires Suppliers to ensure that Personnel it proposes as Agents for the provision of Services are approved by Services Australia in accordance with its requirements;

(ii) requires Suppliers to provide Services Australia with a list of Personnel who are proposed as Agents for the performance of the Services, at least 10 Business Days (or another period agreed with Services Australia) before those Personnel are proposed to commence performance of the Services;

(iii) enables Services Australia to:

(A) approve or reject Personnel proposed by the Supplier;

(B) require further information from the Supplier about its proposed Personnel;

(C) revoke approval of any previously cleared Personnel during the Contract Term (and the Supplier must comply with this requirement and provide replacement Personnel within a timeframe acceptance to Services Australia); and

(D) issue directions to the Supplier about the process or requirements for approval of its Personnel.

(iv) The Supplier is required to comply with these requirements. Failure to do so will be a breach of a material provision of the Contract for the purpose of termination, and does not limit any termination rights available to Services Australia.

(v) These requirements apply throughout the term of the AWO, and to any Personnel already engaged by the Supplier prior to entering into the AWO.

(b) Services Australia will also require Personnel to:

(i) declare their status as a Services Australia Customer;

(ii) disclose history of previous employment with the Australian Public Service (**APS**); and

(iii) disclose details of any disciplinary action for breach of APS or employer's employment standards.

(c) Services Australia may have additional or alternative processes for pre-engagement integrity checks, as specified in any AWO.

3.5.3 Attrition replacement

(a) In accordance with the ATO SOR.

(b) In addition to the requirements in the ATO SOR, the Supplier will be required to notify Services Australia when an Agent is no longer undertaking duties relating to the Contract. Prior to disengagement, the Supplier will be required to:

(i) formally remind the Agent of its non-disclosure obligations;

(ii) ensure any Services Australia equipment issued to the Agent is returned to Services Australia (in the timeframe and to the standard required by Services Australia); and

(iii) ensure the Agent surrenders any Contract information to an authorised employee of the Supplier or Services Australia.

3.5.4 Training Paths

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

3.5.5 Workforce Skilling Agreements

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

Note to Tenderers: *Services Australia's requirements for skills may be described differently in Services Australia AWOs, but are expected to fall within the range specified in the ATO SOR.*

3.5.6 Personnel Obligations

(a) This clause 3.5.6 applies in addition to the requirements in the ATO SOR.

(b) The Supplier will be required to ensure that its Personnel comply with all applicable laws, policies, protocols and codes of conduct, including those specified in any AWO and as notified to the Supplier by Services Australia from time to time (as relevant to the obligations of the Supplier under the AWO).

(c) The Supplier will be required to work collaboratively with Services Australia, and comply with any directions from Services Australia, to manage any Personnel who are alleged to have caused the Supplier to be in breach of the obligations described in this section 3.5.6.

(d) The Supplier acknowledges that:

(i) in certain circumstances, some of its Personnel may be Customers;

(ii) its Personnel, in their capacity as Customers, may not comply with their obligations as a Customer (including obligations related to providing accurate information and complying with processes applicable to a Customer); and

(iii) Services Australia may direct the Supplier to remove or replace any Personnel who breach any of their obligations in their capacity as a Customer.

Note to Tenderers: *The extent to which Services Australia may provide information is subject to Services Australia's legislative obligations and operational considerations.*

(e) Nothing in any AWO should be interpreted as evidencing an employment relationship between Services Australia and the Supplier's Personnel or subcontractors.

(f) The Supplier will not be entitled to any changes to the Fees if its employment obligations or arrangements change.

3.5.7 Personnel Declarations

(a) This clause 3.5.7 applies in addition to the requirements in the ATO SOR.

(b) The Supplier will be required to ensure that all Supplier Personnel (including Agents) have completed, signed, and understood an undertaking to comply with Services Australia's Management Directions (including the Delegation Compliance Agreement), in a form specified by Services Australia. Signed undertakings must be provided to Services Australia before the Supplier Personnel or Agents commence performing the Services (or at any other time during the Contract Term where requested by Services Australia).

(c) Services Australia may issue directions in respect of the undertaking (and the Supplier must comply with that direction).

(d) A copy of the Delegation Compliance Agreement is included at Appendix G.

3.6 Workforce Management Expectations - *Supplier systems and processes*

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

3.6.1 Performance and reporting

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

3.7 Scalability – Supplier to be ready to expand to meet Services Australia needs

3.7.1 Scalability

(a) The 1:5 ratio for physical seat capacity described in section 3.7.1 of the ATO SOR applies on the basis set out below for any AWO that includes this Annexure:

(i) the Supplier will be required to maintain, at no additional cost to Services Australia, a scalable Workload capacity ready for deployment if required by Services Australia (which must be at least 20% above the Workload capacity required by the Supplier to meet its MWA requirement) irrespective of whether Services Australia allocates Additional Workload above the MWA;

(ii) the Supplier can use the scalable Workload capacity to provide Additional Workload to meet the AWA (which may be an amount greater or less than 20% above the MWA (but will not exceed the AWA)); and

(iii) the Supplier may use WFHA to meet its obligations in this section, but only if those arrangements are approved by Services Australia (and the Supplier should not assume that remote working arrangements will be approved by Services Australia).

Note to Tenderers: *This clause requires Suppliers to provide the 20% scalability requirement to cover seating and a workforce that can scale up to deliver up to 20% additional capacity. Suppliers should therefore maintain a staffing model that makes this capacity available (e.g. through latent capacity, such as casuals working less than 40 hrs/week who can take extra shifts).*

3.7.2 Maximum Capacity

(a) In accordance with section 3.7.2 of the ATO SOR. The following clarifications apply to any AWO that includes this Annexure:

(i) the additional capacity described in section 3.7.2 of the ATO SOR refers to existing Supplier Personnel and resources;

(ii) the 10% requirement means up to 10% of the AWA for any given day in addition to the AWA allocated in accordance with Services Australia's forecasting process;

(iii) Services Australia may issue directions in relation to the use of the additional 10% capacity; and

(iv) Services Australia will only be liable to pay the Supplier for the actual Workload delivered.

3.7.3 Surge Services

(a) This clause 3.7.3 applies in addition to the requirements in the ATO SOR.

(b) Services Australia may have additional surge capacity requirements to respond to an increase in Customer demand in some circumstances (e.g. health or environmental issues which may arise) (**Surge Services**).

(c) If this occurs, then:

(i) the terms that apply to the Surge Services will be the terms of the AWO, any surge specific terms in the AWO, and any additional details described in the surge notice (**Surge Terms**);

(ii) provision of Surge Services will not limit the Supplier's obligations in the AWO, including to perform the other services required by the AWO, provide additional capacity, and ensure appropriate approvals and clearances are obtained;

(iii) Services Australia will issue a notice to the Supplier (**Surge Notice**) which sets out:

(A) details of the Surge Services;

(B) the duration of the Surge Services (**Surge Period**);

(C) the site at which the Surge Services are to be performed;

(D) the MWA and AWA for the Surge Services;

(E) the Hours of Operation for the Surge Services;

(F) the pricing applicable to the Surge Services;

(G) any modifications to the Surge Terms (including the forecasting process and performance indicators);

(H) any amendments to a different Surge Notice; and

(I) any other conditions required by Services Australia;

(iv) the Surge Services may incorporate a component of the AWA or MWA from the other services in the AWO;

(v) Services Australia may allow Suppliers to use the same Workload or workforce across multiple Surge Notices, and this may be done concurrently;

(vi) Services Australia will not forecast Surge Services in accordance with the process at section 4.9. Instead, Services Australia will:

(A) provide an indicative forecast of the expected Workload for the Surge Period, at the commencement of the Surge Period; and

(B) confirm the Workload that the Supplier must deliver for each Settlement Period, at 1 Settlement Period prior to each Target Settlement Period (and this will be the AWA for the Surge Services),

and the Supplier will be required to:

(C) acknowledge that Services Australia cannot guarantee the accuracy of any forecast Workload (despite any AWA confirmed by Services Australia);

(D) cooperate with Services Australia to achieve effective demand and supply management within the Supplier's available capacity; and

(E) take all possible steps to meet Services Australia's actual Workload demand;

(vii) the Supplier will be required to amend any existing transition in plan to reflect the requirements for Surge Services;

(viii) some requirements in the AWO may be amended to provide shorter timeframes for Surge Services (e.g. personnel approval processes);

(ix) Services Australia will not be liable for any termination charges (including lease costs) for termination or expiration of any Surge Services, but may be liable for separation costs upon termination of any Surge Services;

(x) the Performance Management framework may apply differently for Surge Services; and

(xi) pricing for Surge Services will be in accordance with the Surge Terms, and will:

(A) only allow Suppliers to invoice for the Workload delivered in respect of the Surge Services; and

(B) require Suppliers to issue separate invoices for Surge Services.

***Note to Tenderers**: Panellists invited to participate in any RFQ process conducted by Services Australia may be requested to provide pricing information for Surge Services.*

4. Activation Work Orders

4.1 Activation Work Orders - How will the Supplier be allocated work volumes?

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

4.2 Activity Production Time

In accordance with the ATO SOR and as detailed in any Services Australia AWO. In a Services Australia AWO, activity production time will be referred to as Workload Seconds (and this is the core basis for pricing).

Note to Tenderers: *Panellists invited to participate in any RFQ process conducted by Services Australia may be requested to provide specific pricing information relating to this item, including in relation to Workload Seconds.*

4.3 Volume and Term – Will Suppliers be provided a Baseline?

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

4.4 Volume Increases - Can this work volume be increased?

(a) In accordance with the ATO SOR and as detailed in any Services Australia AWO. However, the rolling forecast process described in the ATO SOR does not apply to any AWO that includes this Annexure (and the process in section 4.9 of this Services Australia Annexure will apply instead).

(b) For clarity, the difference between the MWA and AWA (as described in section 4.4 of the ATO SOR) is known as 'Additional Workload'.

4.5 Volume Decreases - Can Supplier workload agreements be decreased?

(a) In accordance with the ATO SOR and as detailed in any Services Australia AWO. Except that, despite section 4.5 of the ATO SOR:

(i) in relation to reduction or cessation of the MWA, except where the reduction and/or cessation is for performance reasons, Services Australia will provide the Supplier 4 weeks' notice of the change; and

(ii) in relation to reduction or cessation of the AWA, Services Australia will provide the Supplier 2 weeks' notice of the change.

(b) The notice periods in section (a) may be adjusted by Services Australia in any AWO that includes this Annexure.

4.6 Work Types – What work is included?

4.6.1 Core Work Types

(a) This section 4.6.1 of the Services Australia Annexure overrides section 4.6.1 of the ATO SOR for the AWO placed by Services Australia.

(b) Core Work Types will make up the majority of work to be performed.

(c) Core work is general Customer service Activities in line with the following workforce capabilities:

(i) English speaking;

(ii) computer literate and able to follow a process/script;

(iii) has undertaken specified training (i.e. the training required for the Work Type applicable to the Agent providing Services under an Activation Work Order);

(iv) process Activities – typically defined pieces of work;

(v) operate in a scheduled environment;

(vi) operate within Services Australia's systems as required;

(vii) adhere to a quality assurance process that meets the requirements of this Annexure; and

(viii) servicing Customers directly or indirectly.

(d) Core Work Types may include:

(i) inbound and outbound telephony (for example, resolving Customer and peer enquiries, outbound campaigns, providing advice, self-service transactions, voice biometric enrolments, general information about Services Australia payments and services and assessing/processing claims);

(ii) correspondence and form processing (for example, application and exception processing, updating Customer details, resolving written enquiries and issuing correspondence); and

(iii) web chat and other digital services.

Note to Tenderers: *Services Australia's requirements as described in this section are similar to the ATO requirements specified in section 4.6.1 of the ATO SOR, but include some key differences.*

4.6.2 Specialised Work Types

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

4.7 Workforce Skill Profile – Supplier Workforce skilling agreements

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

Note to Tenderers: *Services Australia's requirements for skills may be described differently in Services Australia AWOs, but are expected to fall within the range specified in the ATO SOR.*

4.8 Standard hours

See clause 3.2.1.

4.9 Rolling Forecast Process

(a) This section 4.9 of the Services Australia Annexure overrides section 4.9 of the ATO SOR for the AWO placed by Services Australia. For clarity, any references in the ATO SOR to the 'agreed' forecast (as applicable to Services Australia's requirements) refer to the forecast determined in accordance with this section 4.9 and not any agreed forecast.

(b) Services Australia will provide a rolling forecast by Settlement Period to the Supplier and Services Australia will allocate an AWA by applying the following process, or by applying an alternative process as required and notified by Services Australia. Settlement Periods are set out in Appendix E.

Timing (to target Settlement Period)	Services Australia Supply Activities
4 Settlement Periods out	Services Australia provides indicative daily Workload and workforce requirements to the Supplier. The Supplier must advise Services Australia of any anticipated difficulties (to the best of its knowledge or belief after making reasonable enquiries) with meeting the indicative Workload and workforce requirements. Services Australia will consider any such advice in good faith, and may update the Workload and workforce requirements to reflect the Supplier's advice at its sole discretion (but has no obligation to do so).
3 Settlement Periods out	Services Australia provides updated indicative daily Workload and workforce requirements to the Supplier. The Supplier must advise Services Australia of any anticipated difficulties (to the best of its knowledge or belief after making reasonable enquiries) with meeting the indicative Workload and workforce requirements. Services Australia will consider any such advice in good faith, and may update the Workload and workforce requirements to reflect the Supplier's advice at its sole discretion (but has no obligation to do so).
2 Settlement Periods out	Services Australia provides updated indicative daily Workload and workforce requirements to the Supplier. The Supplier must advise Services Australia of any anticipated difficulties (to the best of its knowledge or belief after making reasonable enquiries) with meeting the indicative Workload and workforce requirements. Services Australia will consider any such advice in good faith, and may update the Workload and workforce requirements to reflect the Supplier's advice at its sole discretion (but has no obligation to do so). The Supplier must advise Services Australia of its maximum capacity it can deliver for each Intraday Interval (which is a hard limit) in preparation for the intraday forecast provided by Services Australia at 14 days out.
6 weeks out	Services Australia provides the Intraday Preliminary Split Results which has the indicative Intraday and Daily Workload to the Supplier.

Timing (to target Settlement Period)	Services Australia Supply Activities
	The Supplier must advise Services Australia of any anticipated difficulties (to the best of its knowledge or belief after making reasonable enquiries) with meeting the indicative Workload and workforce requirements. Services Australia will consider any such advice in good faith, and may update the Workload and workforce requirements to reflect the Supplier's advice at its sole discretion (but has no obligation to do so). This is the last point at which the Supplier will have the opportunity to advise of any anticipated difficulties with meeting the indicative Workload and workforce requirements. After this date, the Supplier must comply with the Final Commitment as notified by Services Australia 14 days out (i.e. the Final Commitment). Any failures to comply may attract a Service Credit, but the Supplier may make representations to Services Australia to explain any failure and Services Australia will take that into account in deciding whether to apply a Service Credit (i.e. the Service Credit waiver process).
1 Settlement Period out	Services Australia provides final daily Workload, and indicative intraday Workload and workforce, requirements to the Supplier. The daily workload is locked in at this point and cannot be amended further (including to reflect any issues that the Supplier may have in complying with the daily Workload requirements). However, the Supplier must advise Services Australia of any anticipated difficulties (to the best of its knowledge or belief after making reasonable enquiries) with meeting the daily Workload patterns (but this advice will not result in any change to the Workload or entitle the Supplier to any Service Credit relief except in accordance with the Service Credit waiver process).
# 14 days out	Services Australia provides the final intraday requirements, in 14-day periods, 14 days before each of those 14-day periods commences. The intraday Workload is locked in at this point (i.e. it is the "**Final Commitment**", which is the AWA for that Settlement Period). The Final Commitment cannot be amended further (including to reflect any issues that the Supplier

Timing (to target Settlement Period)	Services Australia Supply Activities
	may have in complying with the intraday Workload requirements). However, the Supplier must advise Services Australia of any anticipated difficulties (to the best of its knowledge or belief after making reasonable enquiries) with meeting the intraday Workload patterns (but this advice will not result in any change to the Workload or entitle the Supplier to any Service Credit relief except in accordance with the Service Credit waiver process).
# Target Settlement Period	The Supplier provides daily performance reporting inclusive of intraday delivery against the Final Commitment. The Supplier must meet the Final Commitment for all intraday intervals within the agreed tolerance (as further detailed in the Performance Management Framework).

(c) The stages indicated with '#' are regarded as major stages in the RLTF Process in that these stages are linked to the Performance Management Framework.

(d) To assist the Supplier with its workforce planning, Services Australia may provide the Supplier with general information around seasonal trends and special events (such as national and local public holidays) for the relevant Work Types to be delivered by the Supplier. This information will be indicative only and is separate from the information provided by Services Australia in accordance with the RLTF Process.

5. Services Australia Support

5.1 Business Establishment Support – Services Australia support of newly Activated Suppliers

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

5.1.1 Procedural delivery

(a) In accordance with the ATO SOR and as detailed in any Services Australia AWO. In addition:

(i) the Supplier will receive its Workload by telephony services (and processing services if Services Australia decides to) via an integrated routing work management solution that allocates work directly to selected Agents;

(ii) once an Agent is trained in a Work Type, skill sets will be assigned to the Agent via Services Australia's Genesys Administrator;

(iii) Services Australia will provide training for Supplier Personnel that includes procedures for using systems and any other appropriate materials; and

(iv) the Supplier is responsible for ensuring that its Personnel have necessary skills to apply Services Australia's training, in order to use the systems and other appropriate materials.

5.1.2 Reporting data

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

5.1.3 Ongoing Services Australia support

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

5.2 New Work Type support – how Suppliers are supported to learn new Work Types

In accordance with the ATO SOR and as detailed in any Services Australia AWO. Services Australia will also provide technical support.

6. Work Delivery

6.1 Guaranteed availability of work – Services Australia intent for each day of each month

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

Despite the 90% Occupancy requirement in the ATO SOR, under a Services Australia AWO that includes this Annexure, Suppliers must schedule Personnel to achieve an Agent Occupancy level that is sufficient for the Supplier to meet its obligations in the AWO (including the Performance Management Framework, the MWA and the AWA).

6.2 Services Australia Network outages – what happens when work can't be delivered to the Supplier?

(a) This section 6.2 of the Services Australia Annexure overrides section 6.2 of the ATO SOR for the AWO placed by Services Australia.

(b) A Telephony and IT System Failure is an IT/telephony (IT/T) fault that occurs specific to Services Australia IT/T property that prevents work being delivered as normal pursuant to the Activation Work Order to the Supplier's sites or impacts the Supplier's ability to perform the Services.

(c) A Telephony and IT System Failure (IT/T System Failure) includes:

(i) loss of connectivity between Services Australia systems and IT/T infrastructure located at Supplier sites (not including a failure of an internet connection established at a Supplier site (including in respect of WFHA));

(ii) failure of telephone handset and headset/sound shield infrastructure (provided by Services Australia) located with the Supplier;

(iii) failure of server equipment (provided by Services Australia) located on the Supplier sites;

(iv) failure of Services Australia IT/T system software and/or hardware; or

(v) failure of Services Australia computing environment resulting in Supplier Personnel not being able to log into Services Australia environment where required.

(d) A Telephony and IT System Failure does not include:

(i) a fault caused by an act or omission of the Supplier's Personnel;

(ii) an unforeseen event; or

(iii) the Supplier's Personnel being unable to log into Services Australia environment because they do not have a Services Australia approved profile.

(e) If an IT/T System Failure occurs, Services Australia will assess the impact on the Supplier's decreased ability to generate revenue under the Activation Work Order. Decreased Workload supply will be assessed relative to the Final Commitment for the calendar week in which the system failure occurs.

(f) If an IT/T System Failure occurs which results in a daily Workload being delivered to, received or performed by the Supplier which is less than the forecast daily Workload, the

Supplier may submit invoices in respect of that day which reflect the arrangements in the following table:

Actual Workload received	**Fees payable by Services Australia**
>90% of forecast daily Workload volume received	Nil (Supplier to absorb)
50% to 90% of forecast daily Workload volume received	Fees payable for the forecast daily Workload volume to be billed minus 10%*
20% to 50% of forecast daily Workload volume received	Fees payable for the forecast daily Workload volume to be billed minus 7%*
< 20% of forecast daily Workload volume received	Fees payable for the forecast daily Workload volume to be billed normally*

*Forecast daily Workload volume is defined as the forecast volume for the relevant period after making allowance for voluntarily reduced resources (where the Supplier reduces the number of available Agents from availability for Services). The relevant period for the forecast daily Workload volume is Monday to Sunday.

For example, where casual staff are sent home early on an unpaid basis or asked to not come to work (resulting in a reduction in staffing costs incurred by the Supplier).

(g) The application of the above table is limited to an IT/T System Failure with a duration of one week or less. Fees payable for any IT/T System Failure with a duration of one week or greater will be discussed with Services Australia Manager.

(h) The Supplier will be responsible for any cost (or loss of revenue) associated with a reduction in Workload being delivered to or answered by the Supplier that is attributed to the failure of IT/T infrastructure owned and managed by the Supplier or by any work or action undertaken by the Supplier.

(i) Any costs associated in managing an IT/T System Failure over and above the fees set out in the table above will be borne by the Supplier.

(j) The Supplier may submit invoices with a claim for payment based on this section to Services Australia after the IT/T System Failure has been resolved. Once Services Australia investigates the cause of the IT/T System Failure, Services Australia will determine whether the claim is valid, acting reasonably. Services Australia's determination will be final.

(k) The remedies available to the Supplier under this section do not limit the Supplier's obligations under the Contract, including with respect to disaster recovery and business continuity.

(l) Services Australia reserves the right to utilise the difference between paid Services and received Services for other activities to be provided by the Supplier, as directed by Services Australia, at no additional charge (for example, other Work Types or training).

6.3 Activity processing timing – when should work be done during the day/week/month?

(a) In accordance with the ATO SOR and as detailed in a Services Australia AWO.

(b) However, the following paragraphs apply for the AWO placed by Services Australia instead of the paragraph titled 'intra-day delivery' in clause 6.3 of the ATO SOR.

(c) The Supplier's performance in meeting the requirements of this section 6.3 will be measured by the Reliability Service Level.

(d) Suppliers should demonstrate their ability to provide coverage across the delivery hours of the day, including to accommodate a variation in delivery during the day (e.g. predictable busy periods).

(e) The level of variation which must be met by the Supplier is at least 95% of the Final Commitment for each 15 minute interval (i.e. 0-15, 15-30, 30-45 and 45-60 minutes past the hour) during the Hours of Operation (**Intraday Interval**).

(f) Services Australia may direct the Supplier to change the Workload that the Supplier is required to deliver in an Intraday Interval from the position in the Final Commitment (**Final Commitment Direction**). The Final Commitment Direction will not affect the AWA for the applicable Final Commitment (but only how the Workload is required to be delivered).

(g) Despite any Final Commitment Direction, the Supplier must endeavour to meet the Workload requirements for each Intraday Interval. For clarity, the Supplier must deliver the same amount of Workload Seconds as required by the applicable Final Commitment, despite being advised to deliver that Workload in a different queue or Activity.

(h) If the Final Commitment Workload Seconds are below 9000 (**Low Volume Interval**), the Supplier's actual workload for each Low Volume Interval must be not less than 900 Workload Seconds below 95% of its Final Commitment for that Intraday Interval.

(i) The Supplier will have the opportunity during the forecasting and commitment process to check that the Final Commitment for any Intraday Interval will not exceed the Supplier's capacity. This has the effect of removing the risk that the Supplier will be unable to meet the Service Level in intervals that are 'false peaks' due to limits on the Supplier's overall resourcing capacity; accordingly no adjustment to the at least 95% requirement is required in respect of high volume intervals.

7. Performance Expectations and Management

7.1 Guiding principles of performance – Services Australia expectations of performance management

In accordance with the ATO SOR and as detailed in a Services Australia AWO. However, Services Australia does not expect Activated Suppliers to achieve the Outcome core performance deliverable.

7.2 Standard Performance Indicators

(a) This section 7.2 of the Services Australia Annexure overrides section 7.2 of the ATO SOR for the AWO placed by Services Australia.

(b) The following is an overview of the likely performance Key Performance Indicators (**KPIs**) and Service Credit models to be imposed as part of any resulting Activation Work Order that includes this Annexure. This detail will enable prospective Suppliers to assess their ability to meet (and exceed) these requirements and understand potential implications for non-performance. Details of the KPIs will be included in any AWO placed with a Supplier (if any).

(c) The way in which Services Australia currently measures the KPIs, including the Service Credits that currently apply to KPIs, is included in Appendix H.

Note to Tenderers: *This information is provided for information only, and to provide Tenderers with an idea of the expected level of performance for Suppliers.*

Services Australia may include additional KPIs, including for processing, in any AWO it places.

Services Australia may consider including implementation periods for some or all Service Credits.

Reliability

(d) Activated Suppliers will be assessed on their ability to deliver on their workforce supply and Activity processing promises.

(e) This KPI will measure:

(i) if Services Australia **has not directed** to the Activated Supplier to change the Workload from the position in the Final Commitment, whether the Activated Supplier has delivered the Workload required for each Intraday Interval, as forecast in the Final Commitment (and a Service Credit applies if the Activated Supplier fails to meet this requirement 3 days in a Settlement Period); and

(ii) if Services Australia **has directed** to the Activated Supplier to change the Workload from the position in the Final Commitment, whether the Activated Supplier has planned to meet the required Workload (and a Service Credit applies if the Activated Supplier fails to meet this requirement 3 days in a Settlement Period).

(f) For clarity, Services Australia will apply Service Credits against the Settlement Period service charges for each Main Business Line and Other Queue as follows:

(i) for Main Business Lines, Service Credits will be applied as a percentage of the invoiced total of Workload Seconds delivered for each applicable Main Business Line, including any 'Ready' time invoiced; and

(ii) for Other Queues, Service Credits will be applied as a percentage of the invoiced total of Workload Seconds delivered for the Other Queues, including any 'Ready' time invoiced. For clarity, for Other Queues, Service Credits will be applied against an aggregated total.

Quality of Service

(g) All work processed by Activated Suppliers will be assessed according to the Services Australia's quality management processes (including as described in the Operational Blueprint) (**Quality Requirements**). Activated Supplier processed activities are assessed under the same quality framework and against the same criteria as internal Services Australia staff producing the same Work Types.

(h) The Quality of Service Service Level will be an aggregated ('rolled-up') measure of Quality of Service assurance based on three separate quality measures (being Quality Online (**QOL**)), Quality Management Application (**QMA**) and Quality Call Framework (**QCF**)) will be conducted in accordance with Services Australia's policies as described in the AWO (and as otherwise notified to the Supplier).

(i) Activated Supplier performance will be benchmarked against the same KPI threshold as internal staff and this is generally based on a minimum acceptable level of 95% of all activities submitted for quality checking in each Settlement Period meet the Quality Requirements.

(j) Activated Supplier quality trained staff will be inducted and moderated into Services Australia's quality management process to enable a consistent understanding and application of quality assessment for their own agent quality management. Services Australia assessors however will conduct the formal assessments for each month of Activated Supplier measurements (and the accuracy of the Supplier's quality assessments, as determined by this review, must be 98% or greater).

(k) Any Work Type performed by the Activated Supplier can be assessed, including work being handled by Supplier agents consolidating their skills. It is the responsibility of the Activated Supplier to ensure new or upskilling agents are sufficiently supported to ensure an effective outcome for Services Australia and its Customers.

(l) The rolled up Quality of Service measure incorporates QOL/QMA Activities, and Quality Call Listening, as follows:

(i) for QOL/QMA Activities, a percentage of all Activities completed by the Supplier is selected for review via QOL and QMA, as follows:

(A) the number of Activities performed by each of the Supplier's Personnel that is sent for review via QOL and QMA depends on the level of proficiency of each of the Supplier's Personnel (as described in the QCF); and

(B) the Supplier must review all Activities performed by its Personnel that are progressed to the QOL and QMA tools; and

(ii) for Quality Call Listening, the Supplier must review 3 Calls per Agent per Settlement Period. For clarity all reviews conducted by the Supplier will be Quality Assessments for the purpose of calculating the Service Level score.

(m) Performance against the Quality of Service measure will be calculated on a Settlement Period basis as follows:

Released QOL activities + Critical Error-free QMA activities + Calls where quality standards have been met	/	All QOL activities checked + All QMA activities checked + All calls observed for QCF	=	Quality of Service score (%)

Conduct

(n) Activated Supplier agents delivering services on the behalf of Services Australia are in effect a representative of the Commonwealth. Measurements will be in place across all Work Types to assess Activated Supplier staff conduct.

(o) Measurements will track incidents of:

(i) substantiated behavioural Customer complaints against Personnel related to Customer service interactions;

(ii) security, fraud and privacy breaches; and

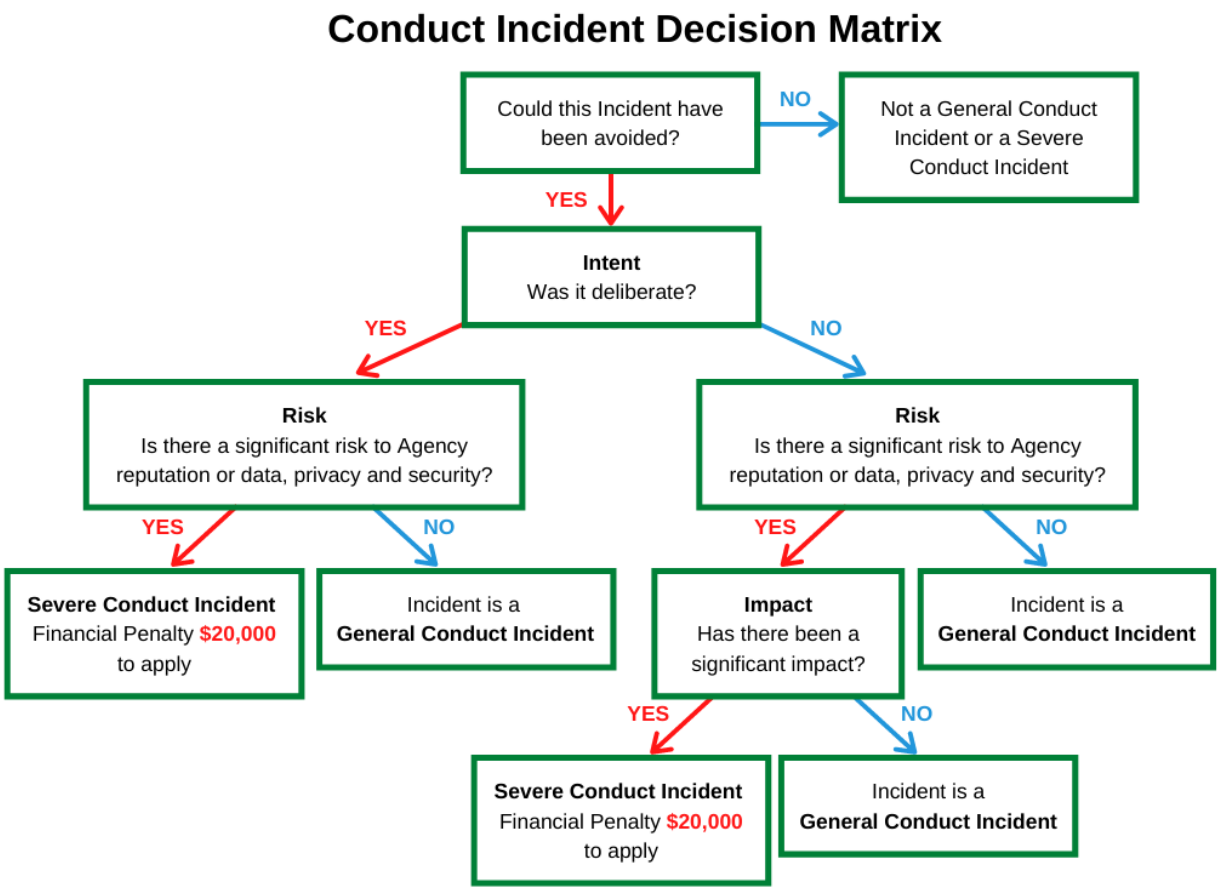
(iii) Supplier Personnel failing to comply with any of the obligations relating to Supplier Personnel applicable to the AWO (including complying with all applicable laws, policies, protocols and codes of conduct) (**General Conduct Incident**).

(p) Services Australia may assess some conduct incidents as severe conducts incidents. If:

(i) Services Australia assesses an Incident as 'Severe' a Service Credit of $20,000 will apply per Incident; and

(ii) more than one ‘Severe’ Incident occurs during the period, the Service Credit is cumulative.

(q) Services Australia will use the following matrix to determine whether an Incident is a General Conduct Incident or a Severe Conduct Incident:



(r) Services Australia will also measure the number of Incidents which occur during a certain period (e.g. 6 Settlement Periods). The Supplier will be required to ensure that the number of Incidents do not exceed the threshold specified in the AWO.

(s) Services Australia may also provide Suppliers the opportunity to earn back Service Credits failed in respect of the Conduct KPI. Details of this process will be specified in the AWO (if this approach is required by Services Australia).

Customer Outcome

(t) Activated Supplier service delivery performance from our Customers' perspective will be assessed.

(u) Services Australia currently uses a satisfaction research program. The transactional survey result is currently used to assess Customer satisfaction, and Suppliers are required to achieve a score of at least 85/100.

Efficiency

(v) The Activated Supplier's ability to deliver services efficiently will be assessed across the following metrics:

(i) Work Type processing time – handle time;

(ii) Processing resolution – was the work finalised;

(iii) Processing assistance – did the Activated Supplier need assistance; and

(iv) how many Customer voice print recordings the Supplier successfully converted into enrolments.

(w) For each of the above metrics, the AWO will specify the required level of performance and the details of any Service Credits which may apply.

7.3 Customised Performance Indicators – when special measurements are required

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

7.4 Measuring Supplier Value - how Services Australia will measure Supplier effectiveness

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

7.5 Competition Framework – comparing value between Suppliers

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

8. Relationship Management Framework

8.1 Relationship Model – how Suppliers relate to Services Australia

(a) In accordance with the ATO SOR and as detailed in any Services Australia AWO. In addition, Suppliers will be required to provide:

(i) reports as required by Services Australia (including service and operational reports) and reports required by law;

(ii) on a Settlement Period basis, assurances that the Supplier is complying with certain requirements; and

(iii) on an annual basis, updated plans.

8.2 Supplier Conduct – expected conduct of all Supplier personnel

In accordance with the ATO SOR and as detailed in any Services Australia AWO.

8.3 Value add services – what value-add is expected and how Services Australia will assess this

(a) In addition to the requirements in section 8.3 of the ATO SOR, the following clauses apply to any AWOs that include this Annexure.

(b) Services Australia may have ongoing requirements for innovation, and may request Suppliers to:

(i) meet and collaborate on innovation;

(ii) provide a plan detailing the innovative techniques and processes the Supplier implements as relevant to the Services; and

(iii) attend workshops with other Suppliers to discuss and present proposals for innovation (including risks and benefits to the Commonwealth, and any costs associated with that innovation).

(c) Services Australia:

(i) expects any innovation activities to be at the Supplier's own expense; and

(ii) expects all Suppliers to collaborate and cooperate in relation to the innovation activities.

Appendix A Services Australia Historical Data

The graph below is a subset of calls received by the agency. It does not represent total call volumes across all programmes of work.

It shows the number of calls that have entered one of the virtual queues for the five 'Main Business Lines' in the Social Security and Welfare program for 2019, 2020 and 2021:

1. Disability Sickness and Carers
2. Employment Services
3. Family and Parenting
4. Youth and Students, and
5. Older Australians

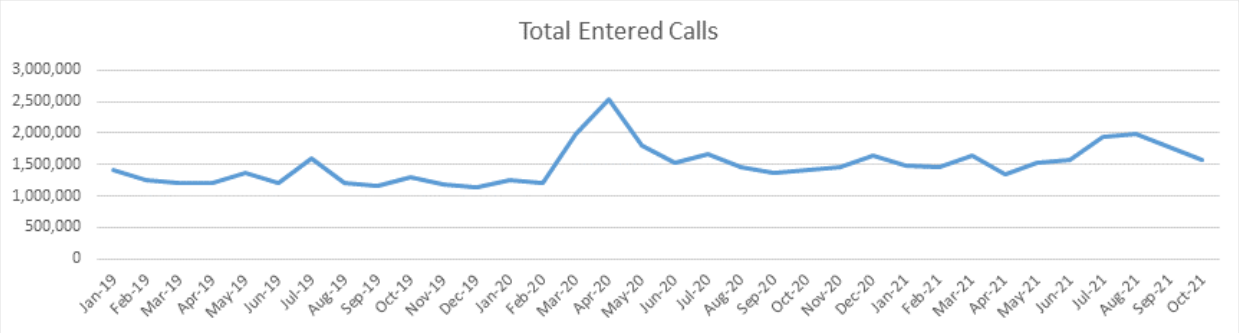
It also includes the high-volume Tier 1 queues:

1. myGov,
2. Online Services
3. Earnings
4. Income Management.

It does not contain any COVID-specific work.

Historically, suppliers have delivered a proportion of the work available from these main business lines and high volume Tier 1 queues (not the entire workload). The amount of work allocated to suppliers is variable, depending on seasonal demand, Agency requirements, and both supplier and agency capacity.

For noting, the peak around April 2020 is related to myGov demand impacted by COVID.



Appendix B Transition In Plan

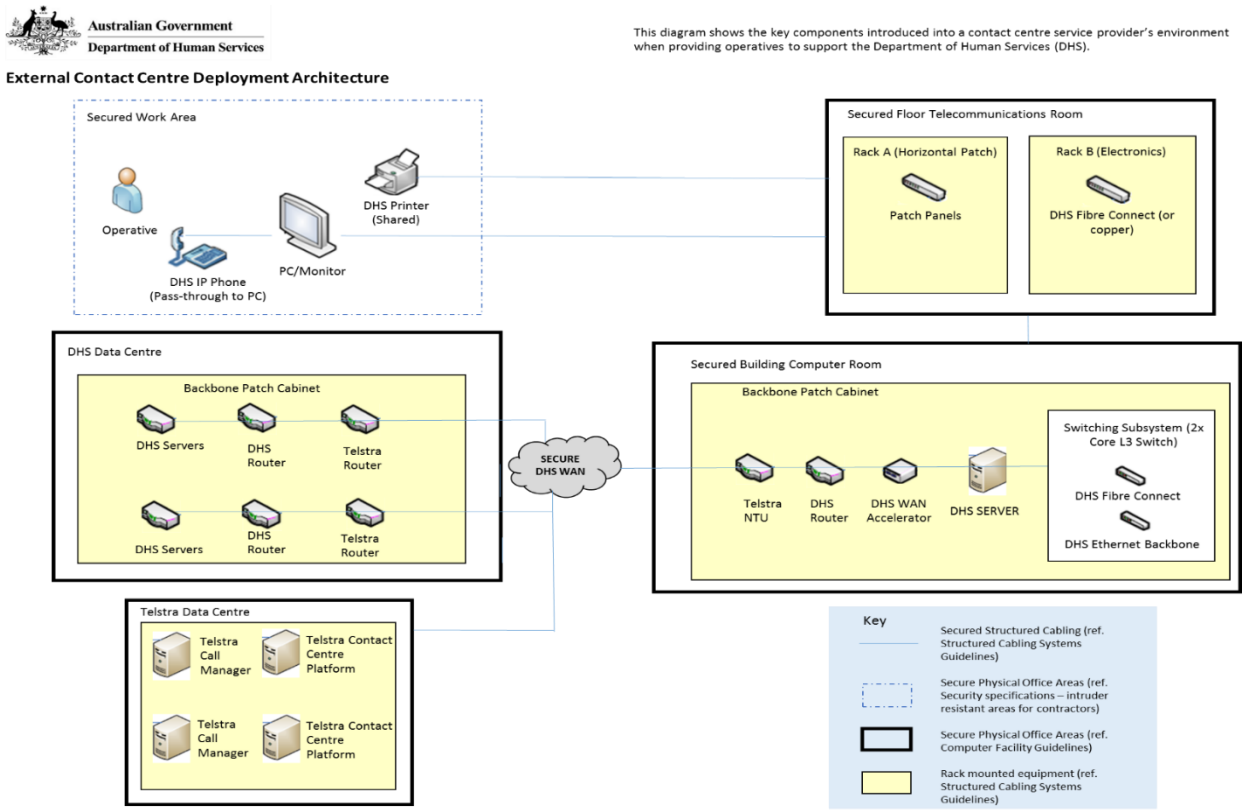
In accordance with ATO SOR and as detailed in any Services Australia AWO.

Note to Tenderers: *Panellists will be required to provide pricing information relevant to transition in as part of their response to any RFQ placed by Services Australia.*

Appendix C Supplier use of Services Australia IT

In this Appendix C any references to “DHS” or “Department of Human Services” are references to Services Australia.

The diagram below illustrates the external contact centre deployment architecture that will be provided by Services Australia and used by the Supplier to deliver services for Services Australia. Section 3.3.2 of the Services Australia Annexure includes details of who is responsible for particular IT components.


Australian Government
Department of Human Services
External Contact Centre Deployment Architecture
This diagram shows the key components introduced into a contact centre service provider's environment when providing operatives to support the Department of Human Services (DHS).
Secured Work Area
Operative
DHS IP Phone (Pass-through to PC)
PC/Monitor
DHS Printer (Shared)
Secured Floor Telecommunications Room
Rack A (Horizontal Patch)
Patch Panels
Rack B (Electronics)
DHS Fibre Connect (or copper)
DHS Data Centre
Backbone Patch Cabinet
DHS Servers
DHS Router
Telstra Router
DHS Servers
DHS Router
Telstra Router
SECURE DHS WAN
Secured Building Computer Room
Backbone Patch Cabinet
Telstra NTU
DHS Router
DHS WAN Accelerator
DHS SERVER
Switching Subsystem (2x Core L3 Switch)
DHS Fibre Connect
DHS Ethernet Backbone
Telstra Data Centre
Telstra Call Manager
Telstra Contact Centre Platform
Telstra Call Manager
Telstra Contact Centre Platform
Key
Secured Structured Cabling (ref. Structured Cabling Systems Guidelines)
Secure Physical Office Areas (ref. Security specifications – intruder resistant areas for contractors)
Secure Physical Office Areas (ref. Computer Facility Guidelines)
Rack mounted equipment (ref. Structured Cabling Systems Guidelines)

Appendix D Services Australia Special Conditions

Note to Tenderers: *Some of the requirements in this Appendix D are drafted as contractual obligations. This is to show the level of compliance that will be required for Suppliers in any AWO that includes the Services Australia Annexure. References to specific clauses in the Deed (e.g. in relation to termination and breach events) will be included in any AWO to reflect the final version of the Deed.*

This Appendix may be amended to reflect additional or alternative requirements as determined by Services Australia prior to entering into an AWO.

1. Overview

1.1 This Appendix D:

1.1.1 will apply to any AWO that includes the Services Australia Annexure;

1.1.2 will apply in addition to any requirements in the Deed, ATO SOR and Services Australia Annexure; and

1.1.3 will override the provisions in the Deed, ATO SOR and Services Australia Annexure to the extent of any inconsistency.

2. Indigenous Procurement Policy

2.1 The parties acknowledge that any AWO placed by Services Australia may be a High Value Contract for the purposes of the Indigenous Procurement Policy.

2.2 If an AWO is a High Value Contract for the purposes of the Indigenous Procurement Policy, the Supplier must submit a draft Indigenous Participation Plan to Services Australia for its review and, if appropriate, approval.

2.3 The Supplier must provide updated versions of the Indigenous Participation Plan as required by Services Australia.

3. Compliance with laws and policies

3.1 The Supplier must comply with:

3.1.1 all laws relating to occupational health and safety, discrimination, workers' compensation, superannuation, and workplace and industrial relations (including awards and industrial agreements) that apply to the Supplier; and

3.1.2 all laws, and the rules and regulations of external agencies, applying to the Services, the AWO, the Supplier and Services Australia,

including all laws applicable from time to time during the Contract Term irrespective of references to specific laws in the Deed and the AWO.

3.2 Compliance within the meaning of clause 3 may include:

3.2.1 holding any licence required to be held by the Supplier, including in relation to the provision of labour hire services (**Licence**);

3.2.2 complying with any conditions on any Licence;

3.2.3 complying with any reporting requirements in relation to any Licence;

3.2.4 payment of any fees required to be paid in relation to any Licence;

3.2.5 ensuring, to the extent that the Supplier is able to, that the Supplier remains on any publicly searchable register of licence holders; and

3.2.6 ensuring that any subcontract terms and conditions include the requirements in this clause 3.

3.3 The Supplier must:

3.3.1 immediately notify Services Australia of any failure by the Supplier to comply with clause 3; and

3.3.2 within 10 Business Days of receiving a written request from Services Australia, provide written evidence demonstrating to the satisfaction of Services Australia, the Supplier's compliance with clause 3.

3.4 Failure to comply with clauses 3 will constitute a Breach Event for the purposes of the Deed.

4. General

4.1 If Services Australia conducts a review of the AWO, including the performance management framework, the Supplier must do all things reasonable to assist Services Australia with that review.

4.2 If the Supplier is required to provide any plans or other documentary deliverables under the AWO, the Supplier must (unless directed by Services Australia) update the existing plan or documents within a timeframe specified by Services Australia. This does not affect any requirement for approval or acceptance of the document.

4.3 Notice by Services Australia in relation to this AWO may be provided in an email to:

[insert]

4.4 The Supplier may request clarification from or consultation with Services Australia as to how the requirements of this AWO apply and the Supplier must comply with the clarified requirements issued by Services Australia.

5. Handling of complaints and notifiable data breaches

Note to Tenderers: *The Deed may include similar requirements to this section 5. However, this section 5 reflects Services Australia's specific requirements for the handling of complaints and notifiable data breaches, consistent with internal policy requirements.*

5.1 Services Australia will handle any complaints alleging an interference with the privacy of an individual related to the Services as follows:

5.1.1 if Services Australia receives a complaint, it will immediately notify the Supplier and provide sufficient details for the Supplier to minimise the breach or prevent further breaches of any obligations of confidentiality; or

5.1.2 where the Supplier receives a complaint, it must immediately notify Services Australia of the complaint but must not release to Services Australia Confidential Information concerning the complainant without that person's permission, or as otherwise authorised by law.

5.2 If the Supplier fails to remedy any breach of its obligations of confidentiality within 14 days of:

5.2.1 a notice from Services Australia; or

5.2.2 receiving a complaint,

this failure constitutes a Breach Event for the purposes of the Deed (and Services Australia may terminate the AWO in accordance with the Deed).

5.3 If the Supplier becomes aware that there are reasonable grounds to suspect that there may have been an Eligible Data Breach in relation to any Personal Information held by the Supplier as a result of this AWO or its provision of the Services, the Supplier agrees to:

5.3.1 notify Services Australia in writing as soon as possible, which must be no later than within 3 days of becoming aware; and

5.3.2 unless otherwise directed by Services Australia, carry out an assessment in accordance with the requirements of the *Privacy Act 1988* (Cth).

5.4 If the Supplier is aware that there are reasonable grounds to believe there has been, or where Services Australia notifies the Supplier that there has been, an Eligible Data Breach in relation to any Personal Information held by the Supplier as a result of this AWO or its provision of the Services, the Supplier must:

5.4.1 take all reasonable action to mitigate the risk of the Eligible Data Breach causing serious harm to any of the individuals to whom the Personal Information relates;

5.4.2 unless otherwise directed by Services Australia, take all other action necessary to comply with the requirements of the *Privacy Act 1988* (Cth); and

5.4.3 take any other action as reasonably directed by Services Australia.

6. Health and Safety

6.1 The Supplier must:

6.1.1 ensure that its Personnel are properly inducted at the place where the Services are to be provided;

6.1.2 ensure that its Personnel are provided with information, instruction, training or supervision about their own health and safety obligations;

6.1.3 ensure that there are processes in place to identify, assess and proactively control risks in the way that Services are provided;

6.1.4 comply with any available best practice guidance in relation to minimising risks for workplace health and safety;

6.1.5 ensure that a Person Conducting a Business or Undertaking meets the primary duty of care requirements of section 19 of the WHS Act or corresponding State or Territory legislation;

6.1.6 promptly provide to Services Australia, upon request, information or documentation to assist Services Australia comply with its duties under WHS law;

6.1.7 co-operate fully with any investigation by any government agency, parliamentary inquiry, board of inquiry or coronial inquiry with respect to work health and safety;

6.1.8 ensure the regulator is notified immediately after a Notifiable Incident in accordance with WHS laws; and

6.1.9 to the extent relevant to or arising in relation to the provision of the Services, notify Services Australia of:

(a) any event or circumstance that has, or is likely to have, any adverse effect on the health or safety of persons to whom the Supplier has a duty under any WHS law;

(b) any work related injury that causes death or serious personal injury;

(c) any Notifiable Incident;

(d) any adverse regulator, court or tribunal decision for a breach by the Supplier of WHS Law during the term of the AWO and any remedial action it has taken, or proposes to take, as a result of the decision; and

(e) each occasion it reports to, or notifies, a regulatory authority of a Notifiable Incident,

within one day after the incident has occurred or within two hours if the injury causes death.

6.2 If a Notifiable Incident occurs in the Supplier's performance of the AWO, the Supplier must investigate the Notifiable Incident as soon as possible to determine its cause and any adverse effects on the AWO (including risks to health and safety), and take all reasonable steps to remedy any effects on health and safety and to ensure the event or circumstances that led to the Notifiable Incident do not recur.

6.3 The Supplier must provide reasonable assistance to Services Australia or Comcare if requested (including giving access to the Supplier's premises, files, information technology systems and Personnel) in connection with any monitoring, inspection, investigation or audit of work health and safety matters arising in relation to the provision of the Services.

7. Supplier Confidential Information

7.1 For the purposes of exercising Services Australia's rights to disclose Confidential Information for government or Parliamentary purposes as permitted in the Deed, Services Australia intends to disclose the Supplier's Confidential Information to Commonwealth officers and specialist advisors, to facilitate planning and analysis for future procurement arrangements. Services Australia will ensure that the recipient of any Supplier Confidential Information is bound by appropriate confidentiality obligations.

7.2 The Supplier therefore consents to the disclosure of Confidential Information as described in clause 7.1, on the basis that Services Australia will establish appropriate non-disclosure obligations in relation to the Supplier's Confidential Information.

7.3 The Supplier agrees not to request a separate Confidentiality Undertaking from the Recipient in relation to the disclosure of Confidential Information as described in clause 7.1.

7.4 The consent in clause 7.2 does not permit public disclosure of the Supplier's Confidential Information in procurement documentation, but only permits disclosure to facilitate the provision of advice to Services Australia on future procurement activities.

7.5 The recipient of the Supplier's Confidential Information will be:

7.5.1 Commonwealth officers subject to employment obligations, including the APS Code of Conduct; or

7.5.2 individuals working in professional services (such as advisors in the areas of accounting, finance or business services) who are also subject to professional obligations in relation to disclosure of confidential information.

8. Subcontracting

8.1 The Supplier must ensure that any subcontracting terms and conditions include obligations from the subcontractor to the Supplier that are consistent with the Supplier's obligations to Services Australia as specified in the AWO (including the Statement of Requirement).

Appendix E Settlement Periods

Services Australia's settlement periods are as follows:

2021/2022		
SP	Start	End
1	7/06/2021	4/07/2021
2	5/07/2021	1/08/2021
3	2/08/2021	29/08/2021
4	30/08/2021	26/09/2021
5	27/09/2021	24/10/2021
6	25/10/2021	21/11/2021
7	22/11/2021	19/12/2021
8	20/12/2021	16/01/2022
9	17/01/2022	13/02/2022
10	14/02/2022	13/03/2022
11	14/03/2022	10/04/2022
12	11/04/2022	8/05/2022
13	9/05/2022	5/06/2022

2022/2023		
SP	Start	End
1	6/06/2022	3/07/2022
2	4/07/2022	31/07/2022
3	1/08/2022	28/08/2022
4	29/08/2022	25/09/2022
5	26/09/2022	23/10/2022
6	24/10/2022	20/11/2022
7	21/11/2022	18/12/2022
8	19/12/2022	15/01/2023
9	16/01/2023	12/02/2023
10	13/02/2023	12/03/2023
11	13/03/2023	9/04/2023
12	10/04/2023	7/05/2023
13	8/05/2023	4/06/2023

2023/2024		
SP	Start	End
1	5/06/2023	2/07/2023
2	3/07/2023	30/07/2023
3	31/07/2023	27/08/2023
4	28/08/2023	24/09/2023
5	25/09/2023	22/10/2023
6	23/10/2023	19/11/2023
7	20/11/2023	17/12/2023
8	18/12/2023	14/01/2024
9	15/01/2024	11/02/2024
10	12/02/2024	10/03/2024
11	11/03/2024	7/04/2024
12	8/04/2024	5/05/2024
13	6/05/2024	2/06/2024

2024/2025		
SP	Start	End
1	3/06/2024	30/06/2024
2	1/07/2024	28/07/2024
3	29/07/2024	25/08/2024
4	26/08/2024	22/09/2024
5	23/09/2024	20/10/2024
6	21/10/2024	17/11/2024
7	18/11/2024	15/12/2024
8	16/12/2024	12/01/2025
9	13/01/2025	9/02/2025
10	10/02/2025	9/03/2025
11	10/03/2025	6/04/2025
12	7/04/2025	4/05/2025
13	5/05/2025	1/06/2025

2025/2026		
SP	Start	End
1	2/06/2025	29/06/2025
2	30/06/2025	27/07/2025
3	28/07/2025	24/08/2025
4	25/08/2025	21/09/2025
5	22/09/2025	19/10/2025
6	20/10/2025	16/11/2025
7	17/11/2025	14/12/2025
8	15/12/2025	11/01/2026
9	12/01/2026	8/02/2026
10	9/02/2026	8/03/2026
11	9/03/2026	5/04/2026
12	6/04/2026	3/05/2026
13	4/05/2026	31/05/2026

Appendix F Glossary

The following terms are used in this Services Australia Annexure:

Note to Tenderers: *Additional definitions may be specified in the ATO SOR or the Deed. If the same term appears in this Appendix F and the ATO SOR or Deed, the term in this Appendix F will apply to any AWO that includes the Services Australia Annexure.*

Additional definitions will be included in any AWO placed by Services Australia to reflect the requirements of that AWO.

Term	Meaning
Actual AHT	means the Supplier's actual AHT for Calls delivered in a Settlement Period, which is calculated in accordance with the Performance Management Framework.
Additional Workload	has the meaning specified in section 4.4 of the Services Australia Annexure.
Agent	means Personnel of the Supplier who liaise directly with Customers in the performance of the Services.
Average Handle Time (AHT)	means the average time taken to complete Calls, including any hold time, talk time and related tasks that follow the transaction.
Call	means a telephone call from a Customer with an enquiry that is received by a Supplier through an Outsource Contact Centre.
Canberra Time	means the local time in Canberra, ACT.
Conduct Incident Decision Matrix	is the decision matrix for determining whether an Incident is a General Conduct Incident or a Severe Conduct Incident, included in the Performance Management Framework.
Core Business Hours	has the meaning given in section 3.2.1 of the Services Australia Annexure.
Eligible Data Breach	has the meaning given in the *Privacy Act 1988* (Cth).
Extended Hours	has the meaning given in section 3.2.1 of the Services Australia Annexure.
Final Commitment	has the meaning given in section 4.9 of the Services Australia Annexure.
Final Commitment Direction	has the meaning in section 6.3(f) of the Services Australia Annexure.

Term	Meaning
General Conduct Incident	has the meaning given in the Performance Management Framework.
GWFM	means Genesys Work Force Management, which is the product utilised by Services Australia to develop Workload and workforce forecasts and schedules for telephony and processing work.
Hours of Operation	has the meaning given in section 3.2.1 of the Services Australia Annexure.
Incident	means either a General Conduct Incident or a Severe Conduct Incident.
Intraday Preliminary Split Results.	means the indicative Intraday Interval split to be locked in at 14 days prior to the target 14 day period (as determined in the Rolling Long Term Forecast Process).
Main Business Line	means the following queues: (a) Disabilities, Sickness and Carers; (b) Employment Services; (c) Families and Parenting; (d) Older Australians; and (e) Youth and Students.
Occupancy	the time spent by an Agent on a call and completing after-call work divided by the time spent on the call, completing after-call work and in 'Ready' Mode (expressed as a %).
Other Queue	means any queue which is not a Main Business Line
Outsource Contact Centre	means one or more premises for which the Supplier will provide the requirements of the AWO to customers as listed in the AWO.
Performance AHT	means a measurement of the Actual AHT delivered by the Supplier in a Settlement Period compared to the Target AHT, which is calculated in accordance with the Performance Management Framework.
Performance Management Framework	means the framework described in section 7.2 of the Services Australia Annexure, and the indicative Performance Management Framework is included at Appendix H.
Person Conducting a Business or Undertaking (PCBU)	has the meaning in the *Work Health and Safety Act 2011* (Cth).

Term	Meaning
Personal Information	has the meaning given in the *Privacy Act 1988* (Cth).
QOL	means Quality Online.
QMA	means Quality Management Application.
Quality Call Framework or **QCF**	means Services Australia's quality call framework including the processes and procedures identified as part of that framework in the Operational Blueprint.
Quality Call Listening	has the meaning given in the Quality Call Framework.
'Ready' Mode	means an Agent state representing the time during which an Agent is logged into a queue and is ready to take a Call.
Rolling Long Term Forecast (RLTF) Process	means the process described in section 4.9 of the Statement of Requirement.
Schedule Summary Report	means the report that provides data on staffing levels required by Services Australia as compared to the schedule details provided by the Supplier. Data is based on individual activities/skills, and is presented in 15 minute intervals.
Service Level Action Plan	means the plan of that name described in the Performance Management Framework.
Settlement Period (SP)	a settlement period is a predetermined 4 week period that begins on a Monday and concludes 28 days later on a Sunday. Generally there are 13 settlement periods in a financial year. Settlement periods are set out at Appendix E to the Services Australia Annexure.
Severe Conduct Incident	means any Incident where an Agent's misconduct has a significant risk or impact to Services Australia's reputation, data, privacy or security.
Target AHT	means the target AHT per Call queue set by Services Australia in accordance with the Performance Management Framework.
Target Day	means the day of the Settlement Period subject to the Final Commitment Direction.
Target Settlement Period	means the Settlement Period of service delivery specified in the RLTF Process.
Work Type	means the work type described in the AWO.

Term	Meaning
Working From Home Arrangements (WFHA)	has the meaning in section 3.2.7 of the Services Australia Annexure.
Workload	means the volume of Services tasked to or performed by the Supplier, as the context requires.
Workload Manager (WLM)	means the tool that allocates processing items.
Workload Second	means the seconds of time used to deliver the Workload. ***Note to Tenderers:*** *Suppliers will be required to invoice for the Workload Seconds delivered.*

Appendix G Services Australia Policies

See separate documents, including:

- Delegation Compliance Agreement;
- Pre-engagement pack;
- [insert].

Appendix H Indicative Performance Management Framework

Note to Tenderers: *This information is provided for information only, and to provide Tenderers with an idea of the expected level of performance for Suppliers who are selected as a result of an RFQ process conducted by Services Australia. Tenderers who participate in a Services Australia RFQ process that includes this Annexure should take this information into account when calculating their proposed Workload Second cost. However, these details may be amended in any AWO placed by Services Australia.*

In this Appendix, references to 'the Agency' should be interpreted as references to Services Australia.

1. Overview

1.1 Key Performance Indicators

1.1.1 This Performance Management Framework sets out the Key Performance Indicators and Service Credits that will apply in relation to Services delivered under the Contract.

1.1.2 The following terms have the following meanings in this Annexure:

(a) **Call Volumes** means the number of Calls allocated to the Supplier in the relevant period by the Agency.

(b) **Target Settlement Period** means the Settlement Period of service delivery specified in the Rolling Long Term Forecast (**RLTF**) Process; and

(c) **Supplier Activity Processing Promises** means the Activities the Supplier is required to undertake as specified in the RLTF Process.

1.1.3 The Key Performance Indicators are:

(a) **Reliability** - the volume of Service is performed when it was promised;

(b) **Quality** - the Services are performed appropriately, following defined processes and systems;

(c) **Conduct** - Supplier Personnel, on behalf of government, display appropriate behaviour;

(d) **Customer** - a measure of the Customers' satisfaction with the Services provided; and

(e) **Efficiency** - the Services are efficient and do not create unnecessary resulting effort.

1.1.4 The Agency may, in accordance with the Contract variation procedure outlined in the Deed, amend the Performance Indicators or introduce new Performance Indicators (including Customised Performance Indicators where special measurements are required) during the term of the Contract.

1.2 Service Credits

1.2.1 Service Credits may be payable by the Supplier for a failure to meet a Key Performance Indicator in accordance with the Deed.

1.2.2 This Appendix sets out examples illustrating the measurement of Key Performance Indicators and application of Service Credits. These examples are illustrative only and are not intended to vary the principles set out in this Annexure regarding the measurement of the Key Performance Indicators or the application of Service Credits.

1.2.3 If Service Credits are applicable, the Service Credits will be offset against the next Settlement Period invoice payable by the Agency under the Contract.

1.2.4 The Service Credits payable will be calculated against the amount charged by the Supplier in the Settlement Period that the Service Credit applies, but excluding any charges which do not relate to Activity Production.

1.2.5 The total amount of Service Credits payable by the Supplier under this AWO in any Settlement Period will not exceed 10% of the Fees payable for Services provided in that Settlement Period.

1.2.6 For clarity, any decision by the Agency not to apply Service Credits for a particular Settlement Period (or other period) or in relation to a particular Performance Indicator does not affect the Agency's ability to apply Service Credits for any other Settlement Period (or other period) or any other Performance Indicator.

1.3 Agency Directions

1.3.1 The Agency will determine whether the Supplier has met the Key Performance Indicators on the basis of the provisions of the Performance Management Framework.

1.3.2 In addition to measuring performance for the purpose of considering the application of Service Credits, the Agency will monitor the Supplier's general compliance with an Activation Work Order. If, in the Agency's reasonable opinion, the Supplier's performance is not consistent with its contractual obligations, the Agency may issue a direction to the Supplier. Such a direction may specify the actions the Supplier must take to achieve or ensure ongoing compliance with its obligations, including to improve their performance. The Supplier must comply with any direction issued within a timeframe acceptable to the Agency. The Supplier may request consultation with the Agency and the Agency will engage in consultation in good faith, with a view to clarifying or resolving any issues of non-performance.

2. Reliability Performance Indicator

2.1 Overview

2.1.1 The Reliability Performance Indicator is used to determine if the Supplier has delivered on its workforce supply and Supplier Activity Processing Promises.

2.1.2 The Reliability Performance Indicator will be assessed using the Intraday Intervals Service Level, as set out in section 2.2 of this Annexure J.

2.2 Intraday Intervals Service Level

Overview

2.2.1 The purpose of the Intraday Intervals Service Level is to measure whether the Supplier has:

(a) delivered; or

(b) only if the Supplier is unable to deliver the Final Commitment for each Intraday Interval because the Agency has issued a Final Commitment Direction, planned to deliver,

the required coverage across the Intraday Intervals in each queue (i.e. in each of the Main Business Lines and an aggregate of the Other Queues that have a Final Commitment forecast for each Intraday Interval) in accordance with section 6.3 of the Services Australia Annexure.

2.2.2 The Intraday Intervals Service Level will be calculated on a Settlement Period Basis, and at the conclusion of each Settlement Period.

2.2.3 For each day of the Settlement Period, workload is forecast in the Intraday Intervals (as set out in section 6.3 of the Services Australia Annexure). The Supplier must:

(a) if the Agency does not issue a Final Commitment Direction, meet the Final Commitment for each Intraday Interval for each Main Business Line and Other Queues; or

(b) deliver 95%-105% if the Agency issues a Final Commitment Direction, and have planned to have met the Final Commitment for each Intraday Interval for each Main Business Line and Other Queues, as measured one week and again one day before the day subject to the Final Commitment Direction.

2.2.4 For clarity the Supplier's performance will be measured:

(a) differently depending on whether the Agency has issued a Final Commitment Direction (as described in sections 2.2.5 to 2.2.11); and

(b) against each Main Business Line and the Other Queues (i.e. each Main Business Line separately, and then the Other Queues rolled up) for each Intraday Interval.

2.2.5 If the Agency does not issue a Final Commitment Direction (i.e. the Workload required to be delivered by the Supplier is consistent with the Final Commitment), the Supplier must (for each Main Business Line and the Other Queues):

(a) deliver at least 95% of the Final Commitment for each Main Business Line and Other Queues for each Intraday Interval in accordance with section 6.3 of the Services Australia Annexure; and

(b) meet the requirement in section 2.2.5(a) in each Intraday Interval per day, with at most 2 exceptions (despite the number of Intraday Intervals in any day).

2.2.6 If the Supplier has not met the requirements in section 2.2.5, the Supplier has not met the Intraday Intervals Service Level for that day.

Final Commitment Direction

2.2.7 If the Agency issues a Final Commitment Direction, the Supplier must (for each Main Business Line and Other Queues):

(a) at 5:00pm Canberra Time one week prior to the Target Day, plan to meet the required Workload in each Main Business Line and Other Queues for each Intraday Interval; and

(b) at 5:00pm Canberra Time one day prior to the Target Day, plan to meet the required Workload in each Main Business Line and Other Queues for each Intraday Interval.

2.2.8 The Agency will determine whether the Supplier has planned to meet the Intraday Interval for each Main Business Line and Other Queues by reviewing the Supplier's Schedule Summary Report in GWFM.

2.2.9 If the Schedule Summary Report reviewed by the Agency in accordance with section 2.2.8 shows that the Supplier had not planned to meet the requirements of one or both of:

(a) section 2.2.7(a); and

(b) section 2.2.7(b),

the Supplier has not met the Intraday Intervals Service Level for that day.

2.2.10 The Supplier must meet the requirements in section 2.2.5 and section 2.2.7 in each day of each Settlement Period, with at most 3 exceptions for the Settlement Period in total (i.e. this does not mean 3 exceptions for section 2.2.5 and 3 exceptions for section 2.2.7), despite the numbers of days in the Settlement Period.

2.2.11 If the Supplier fails to meet the requirements in section 2.2.10, the Supplier has failed the Intraday Intervals Service Level, and the Agency may apply a Service Credit in accordance with section 2.2.21.

Data and reporting to support intraday delivery

2.2.12 The Agency will provide the Supplier with regular reports using data from the Agency's "Agent States" report (**ASR**).

2.2.13 Using the ASR, the Agency will provide data on actual delivery broken down into Intraday Intervals. However, the parties acknowledge that the data provided using the ASR may not be accurate.

2.2.14 The Agency intends to provide the ASR throughout the day, hourly, showing data for the preceding 4 Intraday Intervals.

2.2.15 The Agency and the Supplier will work cooperatively to monitor (and where practicable in the Agency's existing ICT environment, improve) the accuracy of the reporting available through the ASR.

Calculating performance against the Intraday Intervals Service Level

2.2.16 The Supplier's actual performance against the requirements in section 2.2.5 for each Intraday Interval will be measured using data from the ASR as well as the report provided by the Agency to the Supplier the following day which shows actual performance against the Intraday Intervals (Phone Mode Report). Where the data from either the ASR or the Phone Mode Report indicates that the Supplier's actual performance for an Intraday Interval was at least 95% of the Final Commitment for that Intraday Interval (or 95% - 105% +/- 900 Workload Seconds in the case of a Low Volume Interval) then the Supplier will be deemed to have met the requirement in section 6.3 of the Services Australia Annexure.

2.2.17 The Agency will use data from the Schedule Summary Report in GWFM to measure the Supplier's performance against the planning requirements in section 2.2.7.

2.2.18 The Supplier's actual schedule against the locked in 14 day out Final Commitment (as represented in the GWFM split) will be measured using the schedule data from GWFM and reported on by the Agency's relevant business area.

2.2.19 The parties acknowledge that:

(a) if the ASR is late or incomplete, the Supplier will be deemed to have met the requirements of the Intraday Intervals Service Level and the delivery requirements in section 6.3 of the Services Australia Annexure for all Intraday Intervals (or parts thereof) from the time the ASR was supposed to arrive until the ASR arrives, and for any Intraday Intervals for which incomplete data is provided;

(b) if an ASR is never received for an hour, the Supplier will be deemed to have met the requirements in section 6.3 of the Services Australia Annexure for the Intraday Intervals in that hour;

(c) to the extent a failure to meet the Intraday Intervals Service Level is caused by the Agency failing to meet its Workload commitment, the Supplier will be deemed to have met the requirements in section 6.3 of the Services Australia Annexure for the Intraday Intervals in that hour; and

(d) if the Schedule Summary Report in GWFM is unavailable for reasons outside the control of the Supplier, as determined by the Agency in its sole discretion, the Supplier will be deemed to have met the requirements in section 2.2.7 for the Intraday Intervals in that hour.

2.2.20 When measuring the Supplier's performance against the requirements in section 2.2.5 for each Intraday Interval, the Agency will count the time spent by any Agent in 'Ready' Mode as contributing to the Workload Seconds delivered by the Supplier for that Intraday Interval up to 100% of the Final Commitment for that Intraday Interval.

Service Credits

2.2.21 Subject to this section 2.2.21, the Agency may apply a Service Credit against the invoiced amount for Workload delivered for each Settlement Period based on the number of days in the Settlement Period that the Supplier fails the Intraday Intervals Service Level, in accordance with the following table. No Service Credits will be applied before 2 August 2021 (SP03).

	Service Credit applying based on the number of missed days				
	(% = monthly service charges) (see section 2.2.22)				
Applicable Service Credit	**0%**	**1%**	**2%**	**3%**	**4%**
SP days failed	0-3	4-6	7-9	10-12	13+

2.2.22 For clarity, the Agency will apply Service Credits against the monthly service charges for each Main Business Line and Other Queue as follows:

(a) for Main Business Lines, Service Credits will be applied as a percentage of the invoiced total of Workload Seconds delivered for each applicable Main Business Line, including any 'Ready' time invoiced; and

(b) for Other Queues, Service Credits will be applied as a percentage of the invoiced total of Workload Seconds delivered for the Other Queues, including

any ‘Ready’ time invoiced. For clarity, for Other Queues, Service Credits will be applied against an aggregated total.

2.3 Intraday Intervals Service Credit application – example treatment:

2.3.1 Example**:**

INTRADAY INTERVALS:

(a) Supplier 1 takes calls on five queues:

(i) Two are Main Business Lines (Queues 1 & 2)

(ii) The other three are Other Queues, for which Intraday Intervals are forecast as part of the Final Commitment and are represented as an aggregated total (Queue 3)

(b) On days 3, 5, 9, 11, 14 & 18 of Settlement Period 3, the Supplier misses more than 2 Intraday Intervals for Queue 2. The Supplier has met the requirements for all other queues (Queue 1 & 3).

(c) However, on days 5, 9, 11 & 18 (Queue 2), the Supplier had been directed, by the Agency, to move personnel on/off the phones (i.e. the Agency had issued a Final Commitment Direction). The Agency must check the schedules via GWFM for those days (at 5:00pm Canberra Time one week prior, and at 5:00pm Canberra Time one day prior to the Target Day/s) to determine whether the Supplier has/has not planned to meet the required workload pattern for that queue (in this case, Queue 2).

(d) After checking both the one week out, and one day out schedules in GWFM (for days 5, 9, 11 & 18) as per section 2.2.4(b), the Agency determined that the Supplier had only planned to meet the required workload pattern for Queue 2 on Day 11. On days 5 & 18, the Supplier’s schedule showed adherence to the Final Commitment at the one week prior check, but not the one day prior check, and these two days will therefore still be classed as “missed” days. On day 9, the Supplier’s schedule showed adherence to the Final Commitment at neither the one week prior check, nor the one day prior check, and therefore this day will still be classed as a “missed” day.

(e) The Supplier has failed five days in total (days 3, 5, 9, 14 & 18) for Queue 2, and therefore the Intraday Interval KPI for Settlement Period 3. As such, a service credit will apply.

(f) The Settlement Period 3 invoice will be calculated as follows:

(i) Cost per second = **$0.012367**

(ii) Settlement Period 3 actual Workload delivered (in seconds) = **52,681,269**

(iii) Less **33,357** seconds (delivered more than 5% over the Final Commitment on day 3 of SP03, without seeking prior approval from the Agency)

A Total billable Workload Seconds for SP03 = **52,647,912**

B Total billable Workload Seconds for **Queue 1** = 23,695,855 = $293,046.64

C Total billable Workload Seconds for **Queue 2** = 17,549,304 = $217,032,24

(iv) Total billable Workload Seconds for **Queue 3** = 11,402,753 = $141,017.85

(v) Total invoice for Workload Seconds for SP03 = **$651,096.73**

(vi) Intraday Service Credit for Queue 2 = **$2,170.32**

(i.e. 1% of the total invoiced workload for Queue 2 – having missed 5 days of the SP – refer to Service Credit application table at section 2.2.21)

(g) Total amount payable by Agency for Settlement Period 1 = **$648,926.41**

3. Quality of Service Performance Indicator

3.1 Overview

3.1.1 Quality of Service is the measure of effectiveness of interactions and transactions across a range of criteria. These criteria are separated into the following three broad categories:

(a) Service – the appropriateness of the Agents' demonstrated values, behaviour, style and interpretation of the request;

(b) Quality – correct and complete use of process and procedures; and

(c) Interaction – the quality of service provided during the Call.

(d) Together, these comprise the **Quality Requirements**.

3.1.2 Agents are subject to the same "Quality Framework" as Agency Personnel. The Quality Framework is provided in the Operational Blueprint at Quality Call Framework (111-22100000) and includes the Agency's policy documents identified in the Operational Blueprint. Any changes to the Agency's Quality Framework will apply to the Supplier when notified. To the extent that any of these changes affect the performance framework applicable to the Supplier, the Agency will discuss those changes with the Supplier at the time of the change.

3.1.3 The Agency's internal quality assurance processes (in accordance with the Quality Framework and supporting guidelines) will be used to assess Quality of Service. The applicable Quality of Service metrics, requirements and processes are set out below. The Supplier must comply with these metrics, requirements and processes:

(a) an aggregated ('rolled-up') measure of Quality of Service assurance based on three separate quality measures (being Quality Online (**QOL**)), Quality Management Application (**QMA**) and Quality Call Framework (**QCF**)) will be conducted in accordance with the Agency's policies as described in this section 3 (and as otherwise notified to the Supplier);

(b) for the Quality of Service measure described in section 3.1.3(a), the Supplier must ensure that 95% of all activities (**Activities**) submitted for quality checking (**Quality Assessment**) in each Settlement Period meet the Quality Requirements as determined by the methodology described in section 3.2;

(c) an initial Quality Assessment must be conducted by the Supplier's quality assurance team, in accordance with the Agency's policies as described in this

section 3 (and as otherwise notified to the Supplier). The Supplier is required to ensure the accuracy of its Quality Assessments is 98% or greater, as determined by the Agency in accordance with the validation process in section 3.1.3(d);

(d) the Agency will validate the Supplier's Quality Assessment in a "check the checker" process, using (if available) a statistically valid sample (as described in section 3.1.3(e)) of the Activities that were assessed by the Supplier;

(e) a statistically valid sample means a minimum number of Activities determined by the Agency to be a statistically valid amount in accordance with the current Agency quality assurance processes;

(f) any Work Type performed by the Supplier can be assessed as an Activity as part of the Quality Assessment, including work being handled by Agents consolidating their skills. It is the responsibility of the Supplier to ensure new or upskilling Agents are sufficiently supported to ensure an effective outcome for the Agency and its Customers;

(g) the Supplier will have the ability to review and moderate Quality Assessment results in consultation with the Agency (but the Agency will make the final decision on the results);

(h) if during a Settlement Period, the Supplier was subject to a significant level of recruitment and/or upskill events and the Supplier considers that these events contributed to its failure to achieve the Quality Requirements, the Supplier may submit a claim to the Agency seeking the removal of those Supplier Personnel who are new starters or recently upskilled from the Quality of Service result. The decision to remove such Supplier Personnel from the Quality of Service result will be at the Agency's absolute discretion; and

(i) the rolled up Quality of Service measure incorporates QOL/QMA Activities, and Quality Call Listening, as follows:

  (i) for QOL/QMA Activities, a percentage of all Activities completed by the Supplier is selected for review via QOL and QMA, as follows:

    A the number of Activities performed by each of the Supplier's Personnel that is sent for review via QOL and QMA depends on the level of proficiency of each of the Supplier's Personnel (as described in the QCF); and

    B the Supplier must review all Activities performed by its Personnel that are progressed to the QOL and QMA tools in accordance with this section 3; and

  (ii) for Quality Call Listening, the Supplier must review 3 Calls per Agent per Settlement Period. For clarity:

    A all reviews conducted by the Supplier will be Quality Assessments for the purpose of calculating the Service Level score at section 3.2; and

    B although the Quality Framework includes requirements in relation to the quantity and timing of reviews which may be different to the requirements in this section 3.1.3(i)(ii), for the purposes of the Activation Work Order, the parties agree that the requirements of the Quality Framework will be fulfilled by the Supplier reviewing 3

Calls per Agent per Settlement Period to reflect the Settlement Period framework in the Activation Work Order.

3.2 Quality of Service – Service Level and Service Credits

3.2.1 Performance against the Quality of Service measure will be calculated on a Settlement Period basis as follows:

Released QOL activities + Critical Error-free QMA activities + Calls where quality standards have been met	/	All QOL activities checked + All QMA activities checked + All calls observed for QCF	=	Quality of Service score (%)

3.2.2 Based on the Service Level calculation at section 3.2.1 and subject to section 3.2.3, the following Service Credit treatment will be applied to Quality of Service Service Level results.

Service Level	Threshold	Service Credit (% x Fees for the applicable Settlement Period)
Quality of Service	>= 92%	0.0%
	< 92%	1%
	< 87%	2%
	< 82%	3%
	< 77%	4%

Consecutive Settlement Period of Quality of Service failure	Service Credit uplift
1	Not applicable
2	1.5 x Service Credit amount
3	2 x Service Credit amount
4	4 x Service Credit amount
5 or more	8 x Service Credit amount

3.2.3 Consecutive and/or repeated failures by the Supplier to meet the Quality of Service Service Level for a specific Activity may constitute a Continued Non-performance Incident in accordance with the Deed. This is in addition to any application of Service Credits.

3.3 Service Credit application – example treatment:

3.3.1 During Settlement Period 02 (SP02), Quality Assessments were conducted for 2500 Activities made up of QOL, QMA and QCF Activities undertaken by the Supplier during Settlement Period 02.

3.3.2 Quality assessors perform their assessments and determine that 425 Activities have failed to meet the Quality Requirements.

3.3.3 A check the checker assessment was conducted with a statistically valid sample, which confirmed the 425 Activities were returned or failed correctly. No adjustment was required.

3.3.4 Based on the sample size, this means that 83% of Activities processed by the Supplier have met the Quality Requirements.

3.3.5 As this is below the < 87% threshold, a 2% Service Credit will apply for SP02.

3.3.6 For Settlement Period 01 (SP01), the Supplier achieved an 81% result. As the Supplier has failed to achieve the Quality of Service Service Level for two consecutive Settlement Periods, the Service Credit amount payable for Settlement Period 02 is uplifted by a factor of 1.5 to 3%.

3.3.7 The 3% Service Credit is then applied to the Workload invoiced for SP02.

3.3.8 Summary:

(a) SP02 invoiced amount = $1,987,509.61

(b) Quality of Service Service Level achieved = 83%

(c) Applicable Quality of Service Service Level threshold = < 87%

(d) Applicable Service Credit = 2%

(e) Applicable Service Credit uplift (for two consecutive Settlement Periods of failure) = 1.5x

(f) Revised Service Credit = 3%

(g) Calculation of Service Credit = $59,625.29

(h) Revised invoice Workload amount = $1,927,884.32

4. Conduct Performance Indicator

4.1 Overview

4.1.1 Agents delivering Services on behalf of the Agency are in effect representatives of the Commonwealth. Incidents have a Customer service impact and can pose a significant risk to Agency reputation and security.

4.1.2 The Supplier must ensure that its Personnel observe the standards of ethics and behaviour that are required of a member of the Australian Public Service in their dealings with Customers and other Personnel (including Agency Personnel).

4.1.3 Supplier Personnel conduct is assessed across all Work Types.

4.1.4 Measurement of conduct will track Incidents of:

(a) substantiated behavioural Customer complaints against Personnel related to Customer service interactions;

(b) security, fraud and privacy breaches; and

(c) Supplier Personnel failing to comply with any of the obligations relating to Supplier Personnel applicable to the AWO, including in section 3.5.6 of the Services Australia Annexure (**General Conduct**). This includes, but is not limited to, complying with all applicable laws, policies, protocols and codes of conduct.

4.1.5 The following are examples of the type of Incidents (including security, fraud and privacy breaches, and General Conduct Incidents) that may occur:

(a) accessing information not required for carrying out Agent duties, such as accessing the Agent's own records or Customer records being accessed without authorisation (breach of 'need to know' principles);

(b) unauthorised use of systems;

(c) inappropriate handling or storage of classified information;

(d) deliberate and intentional misuse of systems, including failure to adequately protect passwords;

(e) damage to Agency property;

(f) Incidents resulting in actual or potential damage to Agency reputation; and

(g) offensive or abusive behaviour.

4.2 Measuring Conduct

4.2.1 Incidents will be assessed by the Agency and Supplier Contract Managers using the Conduct Incident Decision Matrix (see section 4.8 of this Annexure). Final decisions regarding the severity of an Incident will be at the Agency's sole discretion.

4.2.2 Agent conduct will be assessed in relation to the total volume of Services handled per Settlement Period.

4.2.3 Agent conduct will be assessed regardless of the Work Type being actioned.

4.2.4 The date of the Incident is considered to be the date of the interaction (if applicable). Incidents will be assessed as soon as possible after the date they are reported or the Agency becomes aware of them. Service Credits will be applied in the next Settlement Period after the Agency has substantiated an Incident (in accordance with section 4.4.3 below).

4.2.5 The Supplier is to notify the Agency of all Incidents as soon as possible after they become aware that an Incident has occurred.

4.2.6 Measurement of conduct will include both Incidents reported by the Supplier and other Incidents of which the Agency becomes aware.

4.3 General Conduct Incidents

4.3.1 The number of General Conduct Incidents will be assessed on a Settlement Period basis.

4.3.2 The total number of General Conduct Incidents includes all Incidents but excludes Severe Conduct Incidents, assessed in accordance with the Conduct Incident Decision Matrix for the Settlement Period.

4.4 General Conduct Incident Service Credits

4.4.1 If General Conduct Incidents occur in relation to the Supplier, the Agency may apply a Service Credit in accordance with this section 0.

4.4.2 The total volume of work handled by the Supplier per Settlement Period will determine the value of any Service Credits.

4.4.3 If the Agency applies a Service Credit in accordance with this section 0, the Service Credit will be applied to the invoice in the Settlement Period following the Settlement Period that the General Conduct Incident was substantiated. Substantiation will occur following investigation by the Agency after that Incident was reported or the Agency became aware of the Incident (e.g. if an Incident is reported or the Agency became aware of an Incident in SP10, the Agency may substantiate the Incident in SP11 and then apply the Service Credit in the SP12 invoice). The Agency will deduct the Service Credit from the invoice in which the Service Credit is applied, but this Service Credit will be calculated on the basis of the Charges from the Settlement Period in which the Incident was reported or the Agency became aware of it.

4.4.4 The Supplier must take appropriate corrective action to prevent a recurrence of Incidents. A Service Credit uplift will apply to consecutive Settlement Periods in which Incidents occurred.

4.4.5 The following Service Credits will apply to General Conduct Incidents:

Workload per Settlement Period (Seconds)	**Service Credit applying to number of Incidents (% x Settlement Period service Fees)**				
	0%	**1%**	**2%**	**3%**	**4%**
<= 100,000,000	0 → 2	3	4	5	6 or more
100,000,001 - 200,000,000	0 → 5	6 → 7	8 → 9	10 → 11	12 or more
200,000,001 - 300,000,000	0 → 7	8 → 9	10 → 11	12 → 13	14 or more
300,000,001 - 400,000,000	0 → 9	10 → 11	12 → 13	14 → 15	16 or more
> 400,000,000	0 → 12	13 → 14	15 → 16	17 → 18	19 or more

Consecutive Settlement Periods of Conduct failure	**Service Credit uplift**
1	Not applicable
2	1.5 x Service Credit amount
3	2 x Service Credit Amount
4	4 x Service Credit Amount
5 or more	8 x Service Credit Amount

4.5 Cumulative Conduct Incident Service Level

4.5.1 The Cumulative Conduct Incident Service Level measures the Incidents which have occurred in respect of the Supplier, commencing from [insert] and ending [insert] (**Cumulative Conduct Incident Period**).

4.5.2 The Supplier must ensure that fewer than 31 substantiated Incidents occur during the Cumulative Conduct Incident Period.

4.5.3 The Agency will:

(a) record the Incidents reported by the Supplier and any Incidents of which the Agency otherwise becomes aware; and

(b) determine whether the Supplier has met the requirements of section 4.5.2 within 30 days of the conclusion of the Cumulative Conduct Incident Period.

4.5.4 If the Supplier fails to meet the requirements of section 4.5.2 during the Cumulative Conduct Incident Period (as determined by the Agency in accordance with section 4.5.3):

(a) the Supplier has failed the Cumulative Conduct Incident Service Level;

(b) subject to section 4.5.5, the Agency will not apply any Service Credits in respect of the failure;

(c) the Agency may measure the Supplier's performance against the Cumulative Conduct Incident Service Level for information purposes; and

(d) the Supplier must take all possible steps to reduce the number of Incidents that occur in future Settlement Periods, including by taking into account any directions issued by the Agency.

4.5.5 The Agency may propose a variation to this Activation Work Order in accordance with the Deed to include a Service Credit mechanism to apply to the Cumulative Conduct Incident Service Level. The Supplier must consider any such variation proposal in good faith in order to reach an agreed Service Credit as efficiently as possible.

4.6 Severe Conduct Incidents

4.6.1 A Severe Conduct Incident is any Incident where an Agent's misconduct has a significant risk or impact to the Agency's reputation, data, privacy or security.

4.6.2 Severe Conduct Incidents will be assessed on a Settlement Period basis to determine if Service Credits will apply and to what extent.

4.6.3 The severity of an Incident will be assessed using the Conduct Incident Decision Matrix (see section 4.8 of this Annexure).

4.7 Severe Conduct Incidents Service Credits

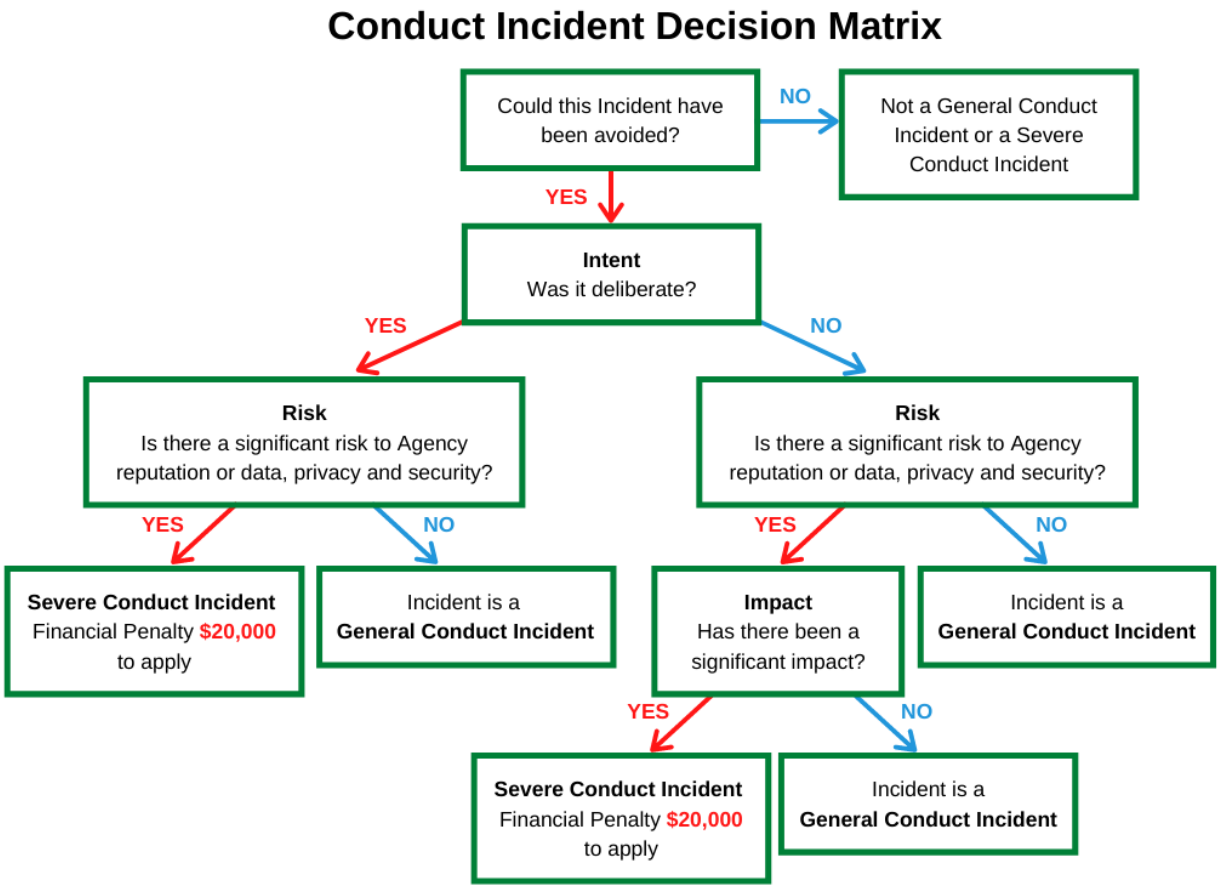
4.7.1 If an Incident is assessed as 'Severe' a Service Credit of $20,000 will apply per Incident.

4.7.2 If more than one 'Severe' Incident occurs during the period, the Service Credit is cumulative.

4.7.3 For clarity, both of the Severe Conduct Incident Service Credit and the General Conduct Incident Service Credit can apply for the same Settlement Period. However, for the purposes of calculating the applicable Service Credits, an Incident will be either a Severe Conduct Incident or a General Conduct Incident, and cannot be counted towards both a General Conduct Incident Service Credit and a Severe Conduct Incident Service Credit. This is reflected in the Conduct Incident Decision Matrix in section 4.8 below.

4.7.4 For clarity, the Settlement Period in which the Severe Conduct Incident was substantiated will be the Settlement Period of Service Level failure for the application of any Service Credits earned back in accordance with section 4.9 of Annexure J.

4.8 Conduct Incident Decision Matrix



4.8.1 Consecutive or repeated failure by the Supplier to meet the Conduct Performance Indicator may constitute a Continued Non-performance incident in accordance with the Deed. This is in addition to any application of Service Credits.

4.8.2 For the purposes of the Conduct Incident Decision Matrix above, a significant risk will be determined by the Agency in accordance with its internal risk framework.

4.9 Earn backs

4.9.1 If the Agency claims a Service Credit in relation to the General Conduct Incident Service Level from the Supplier, the Service Credit may be subsequently earned back by the Supplier provided that:

(a) the Supplier provides a Service Level Action Plan in accordance with section 4.9.3, that Service Level Action Plan is approved by the Agency, and the Supplier then implements the approved Service Level Action Plan to the Agency's satisfaction; and

(b) the Supplier meets the General Conduct Incident Service Level for three consecutive Settlement Periods immediately following the General Conduct Incident Service Level breach.

4.9.2 For clarity, if the Supplier meets the requirements to earn back a Service Credit under section 4.9.1, and a Service Credit uplift applies to that Service Credit in accordance with section 4.4.5, then the Supplier is entitled to earn back the amount of the Service Credit (including any applicable uplifts for that Service Credit).

4.9.3 If the Supplier fails to meet the General Conduct Incident Service Level for a Settlement Period, the Supplier must provide a Service Level Action Plan (within 10 Business Days of the Agency notifying the Supplier of the General Conduct Incident Service Level failure) for review and approval by the Agency. The Service Level Action Plan must include the following information:

(a) an outline of the steps the Supplier is taking or will take to rectify the situation;

(b) details of any mitigating circumstances relating to the Supplier's failure to meet the agreed General Conduct Incident Service Level;

(c) drill down information (such as information regarding the Service(s) impacted, root cause, contributing factors, business impact and criticality and trend analysis) for any failure to meet the General Conduct Incident Service Level;

(d) corrective action plan(s) or initiatives for rectifying the performance issue that caused any failure to meet the General Conduct Incident Service Level;

(e) details of preventative action proposed to minimise the re-occurrence of any failure; and

(f) extracts from the Supplier's knowledgebase or other substantiating information to demonstrate that embedded processes have been established or will be established to prevent the General Conduct Incident Service Level failure from recurring.

4.9.4 For clarity:

(a) if the Supplier fails to meet the General Conduct Incident Service Level in a Settlement Period and also fails to provide an acceptable Service Level Action Plan in accordance with section 4.9.3, then the Supplier will not be entitled to earn back the Service Credit applied for that General Conduct Incident Service Level failure; and

(b) if the Supplier fails to meet the General Conduct Incident Service Level in a Settlement Period (**SP1**) and provides a Service Level Action Plan in accordance with section 4.9.3, but then fails to meet the General Conduct Incident Service Level in the following Settlement Period (**SP2**), this means that the Supplier has failed to meet the requirements in section 4.9.1(b) for SP1 and is not entitled to any earn back for that SP1 (even if the Supplier meets the requirements of section 4.9.1 for SP2).

4.9.5 Service Credits that are earned back in accordance with section 4.9.1 must be included as a line item on the subsequent Settlement Period invoice.

4.10 Service Credit application – examples:

4.10.1 Example 1

(a) During Settlement Period 02, the Supplier delivered a total of 141,000,000 Workload Seconds.

(b) There were a total of 15 behavioural complaints against the Supplier's Agents for Settlement Period 02.

(c) Upon assessment 7 of the behavioural complaints for SP02 were substantiated.

(d) During Settlement Period 02, an Agent accessed a Customer's record where they were not required to do so as part of their work and provided private customer information to a third party. This Incident is assessed by the Agency and the Supplier Contract Managers using the Conduct Incident Decision Matrix. They determined that the Incident could have been avoided, it was deliberate, and there was significant risk to Agency's reputation, data, privacy and security. They assess that it is a Severe Conduct Incident.

(e) As it has been determined as a Severe Conduct Incident, a Service Credit of $20,000 is applicable.

(f) The total number of General Conduct Incidents for Settlement Period 02 is 7. A General Conduct Incident Service Credit of 1% is applicable.

(g) As both the Severe Conduct Incident Service Level and the General Conduct Incident Service Level apply for SP02, both the $20,000 Severe Service Credit and the 1% General Conduct Service Credit will apply.

4.10.2 Summary:

(a) Settlement Period 02 invoiced amount $2,626,830

(b) Total Workload = 141,000,000 seconds

(c) Applicable General Conduct Service Level threshold = 100,000,001 – 200,000,000

(d) Total number of General Conduct Incidents = 7

(e) General Conduct Incident Service Credit = 1%

(f) Calculation of General Conduct Service Credit = $26,268.30

(g) Applicable Severe Conduct Incident Service Credit = $20,000.00

(h) The General Conduct Service Credit and the Severe Conduct Service Credits will be applicable to a total of $46,268,30.

(i) Revised invoice amount = $2,580,561.70.

4.10.3 Example 2

(a) During Settlement Period 3, the Supplier delivers a total of 220,000,000 Workload Seconds.

(b) There were a total of 18 behavioural complaints lodged against the Supplier's Agents for Settlement Period 3.

(c) Upon assessment 10 of these behavioural complaints were assessed as substantiated.

(d) During Settlement Period 3, an Agent accidentally sent an email using the incorrect security classification. This Incident is assessed by the Agency and Supplier Contract Managers using the Conduct Incident Decision Matrix. They determine that the Incident could have been avoided, it was not deliberate, and there is no significant risk to Agency reputation, data, privacy and security. They assess that it is not a Severe Conduct Incident but is to be counted toward the total number of combined Incidents, as a General Conduct Incident.

(e) During Settlement Period 3, an Agent provided their log on ID and password to another Agent to access Agency data and systems. This Incident is assessed by the Agency and Supplier Contract Managers using the Conduct Incident Decision Matrix. They determine that the Incident could have been avoided, it was deliberate, and there is significant risk to the Agency's reputation, data, privacy and security. They assess that it is a Severe Conduct Incident.

(f) As it has been determined as a Severe Conduct Incident, a Service Credit of $20,000 is applicable.

(g) During Settlement Period 3, an Agent emailed Customer data to a third party. This Incident is assessed by the Agency and Supplier Contract Managers using the Conduct Incident Decision Matrix. They determined that the Incident could have been avoided, it was deliberate, and there is significant risk to Agency reputation, data, privacy and security. They assess that it is a Severe Conduct Incident.

(h) As it has been determined as a Severe Conduct Incident, a second Service Credit of $20,000 is applicable.

(i) The total number of General Conduct Incidents for the Settlement Period is 11. A General Conduct Incidents Service Credit of 2% is applicable.

(j) The total number of Severe Conduct Incidents for SP03 is 2. Two Severe Conduct Service Credits of $20,000 will apply.

(k) As both the Severe Conduct Incident Service Level and the General Conduct Personnel Incident Service Level both apply for SP03, both the two $20,000 Severe Conduct Incident Service Credits and the 2% General Conduct Service Credit will apply.

4.10.4 Summary:

(a) Settlement Period 3 invoiced amount $ 4,098,600

(b) Total Workload Seconds delivered = 220,000,000 seconds

(c) Applicable General Conduct Service Level threshold = 200,000,001 – 300,000,000

(d) Total number of General Conduct Incidents = 11

(e) General Conduct Incident Service Level Credit = 2%

(f) Calculated General Conduct Service Credit = $81,972

(g) Applicable Severe Conduct Incident Service Credit = $20,000.00 + 20,000.00 = $40,000.00

(h) The total amount of Service Credits applicable will be $121,972

(i) Revised invoice amount = $3,976,628

5. Customer Outcome Performance Indicator

5.1 General

5.1.1 The Supplier's service delivery performance from a Customer's perspective will be assessed.

5.1.2 A satisfaction research program – transactional survey result is currently used to assess Customer satisfaction, with an 85/100 target score.

5.1.3 Suppliers should note that the Agency has implemented new arrangements for measuring performance against the customer satisfaction requirement referred to in section 5.1.2. The Supplier's performance against that requirement will be measured in accordance with the Agency's customer outcome performance arrangements that apply at the time of measurement provided that those arrangements are consistent and based on arrangements that apply to the Agency's Personnel also.

6. Efficiency Performance Indicator

6.1 General

6.1.1 The Supplier's ability to deliver Services efficiently will be assessed across the following metrics:

(a) Work Type processing time – handle time (specific targets per Work Type);

(b) Processing resolution – was the work finalised; and

(c) Processing assistance – did the Supplier need assistance.

6.1.2 Suppliers will demonstrate the overall efficiency of their delivery in daily scorecard performance reporting to the Agency. This information will be qualified (demonstrating a balanced view of the above metrics) to the Agency on a quarterly basis as part of the business review process.

6.2 Performance Average Handle Time (AHT) Service Level

Overview

6.2.1 The Performance AHT Service Level measures the AHT delivered by the Supplier (for all Calls in each queue in which the Supplier is Skill Tagged, and for which the Agency has set a target) (**Actual AHT**) against an AHT target based on the AHT targets for each Call queue that are set by the Agency for the Supplier and its own operations, as varied from time to time (**Target AHT**). The Target AHT is specified in the table at section 6.2.10.

6.2.2 The Supplier must achieve an Actual AHT that is:

(a) greater than or equal to 90% of the Target AHT; and

(b) less than or equal to 105% of the Target AHT.

6.2.3 The parties acknowledge the need to measure the Actual AHT for activities performed by the Supplier, to ensure that the Services represent value for money for the Agency.

6.2.4 The Performance AHT Service Level will be calculated in accordance with this section 6.2 on a Settlement Period basis.

6.2.5 The Performance AHT Service Level will be calculated separately on the Supplier's performance in each of the Main Business Lines (to the extent that the Supplier is Skill Tagged in the Main Business Lines) and the Other Queues (grouped together),

6.2.6 If the Supplier's:

(a) Actual AHT is more than 5% over, or more than 10% under, the Target AHT for a Main Business Line or Other Queue in which it is Skill Tagged:

(i) the Supplier has failed the Performance AHT Service Level; and

(ii) the Agency may impose a Service Credit in accordance with section 6.2.13; and

(b) Actual AHT is more than 5% over, or more than 10% under, the Target AHT for a Main Business Line or Other Queue in which it is not Skill Tagged, the Agency will not apply a Service Credit in accordance with section 6.2.13.

Calculating Performance AHT

6.2.7 The Performance AHT Service Level for each Main Business Line, or for the Other Queues (as relevant), is calculated as follows:

(a) firstly, the Agency will calculate the Workload Seconds delivered by the Supplier in respect of the Actual AHT for Calls delivered during the relevant Settlement Period, as follows:

*The number of Calls answered by the Supplier x the Actual AHT = the Workload Seconds delivered by the Supplier in the Settlement Period (**Actual AHT Result**)*

(b) secondly, the Agency will calculate the Workload Seconds that the Supplier should have delivered in respect of the Target AHT for Calls delivered during the relevant Settlement Period, as follows:

*The number of Calls answered by the Supplier x the Target AHT = the Workload Seconds required to be delivered by the Supplier (if the Supplier had met the Target AHT) (**Target AHT Result**)*

(c) finally, the Agency will calculate the percentage (if any) by which the Actual AHT does not meet the Target AHT, as follows:

Actual AHT Result / Target AHT Result x 100

6.2.8 Example 1:

(a) An example of the methodology described in section 6.2.7 is as follows:

(i) 10,000 calls x 1,000 seconds (Actual AHT) = 10,000,000 Workload Seconds

(ii) 10,000 calls x 830 seconds (Target AHT) = 8,300,000 Workload Seconds

(iii) 10,000,000 / 8,300,000 x 100 = 120.48%

(b) Therefore the Supplier has failed the Performance AHT Service Level by 20.48% and the Agency may apply a Service Credit in accordance with section 6.2.13.

6.2.9 Example 2:

(a) An example of the methodology described in section 6.2.7 is as follows:

(i) 10,000 calls x 1,000 seconds (Actual AHT) = 10,000,000 Workload Seconds

(ii) 10,000 calls x 1,100 seconds (Target AHT) = 11,000,000 Workload Seconds

(iii) 10,000,000 / 11,000,000 x 100 = 90.91%

(b) Therefore the Supplier has passed the Performance AHT Service Level as they are less than 10% under the target (i.e. -9.09%) and the Agency will not apply a Service Credit in accordance with section 6.2.13.

Target AHT

6.2.10 The Target AHT for each queue, including the Main Business Lines and Other Queues, that the Supplier is required to meet is set out in the table below:

Category	**Queue**	**Target AHT**
Feedback Complaints	DHS Complaints and Feedback (CRU)	1330
Feedback Complaints	CLK_CRDa_Feedback_Complaints_DSC	1330
Feedback Complaints	CLK_CREa_Feedback_Complaints_EMS	1330
Feedback Complaints	CLK_CRFa_Feedback_Complaints_FAO	1330
Feedback Complaints	CLK_CRRa_Feedback_Complaints_OA	1330
Feedback Complaints	CLK_CRUa_Feedback_Complaints_GEN	1330
Feedback Complaints	CLK_CRYa_Feedback_Complaints_YAS	1330
Main Business Line	CLK_DisabilitySicknessCarers	810
Main Business Line	CLK_EmploymentServices	830
Main Business Line	CLK_FamilyandParenting	910
Main Business Line	CLK_OlderAustralians	975
Main Business Line	CLK_YouthandStudents	945
PST	CLK_PAAa_ParticipSolutionsCust-Cent-NthQLD	995
PST	CLK_PAAx_ParticipSolutionsCust-Cent-NthQLD	995
PST	CLK_PABa_ParticipSolutionsCust-NthAust	615

PST	CLK_ParticipationSolutions	980
Tier 1	CLK_EANa_REIEarningsDropThrough	530
Tier 1	CLK_IMBb_IncomeMgmtA-HIVROpt-LostorStolenCard	225
Tier 1	CLK_IMCa_IncomeMgmt	570
Tier 1	CLK_IMDa_BasicsCardApplicationEnquiries	355
Tier 1	CLK_OSMa_Mygov	475
Tier 1	CLK_OSSa_OnlineServs	515
Urgent Payments	CLK_UPDa_UrgentPayments-DSC	870
Urgent Payments	CLK_UPEa_UrgentPayments-EMS	855
Urgent Payments	CLK_UPFa_UrgentPayments-FAO	745
Urgent Payments	CLK_UPIa_UrgentPaymentINDI	745
Urgent Payments	CLK_UPRa_UrgentPayments-RET	940
Urgent Payments	CLK_UPYa_UrgentPayments-YAS	915

*Crisis Payment and Emergency queues do not have AHT targets due to the sensitive nature of the calls.
**Target AHT = midpoint of Target AHT range.

Changing the Target AHT

6.2.11 The Agency will regularly review the Target AHT, including in response to changes in business process, relevant laws, call volumes and other relevant variables. The parties acknowledge that minor changes (e.g. a change to training requirements) to such variables are expected to be accommodated within the Target AHT ranges.

6.2.12 The Agency may revise the Target AHT at its discretion (which may involve increasing or decreasing the Target AHT), subject to the following:

(a) if the Agency's Personnel in its 'Smart Centres' answer Calls for the relevant queue, then the revised Target AHT for that queue must be consistent and based on the Agency's performance and targets that apply to those Personnel;

(b) if the Agency's Personnel in its 'Smart Centres' do not answer Calls for the relevant queue, then the revised Target AHT must be based on the Supplier's AHT performance (after the relevant change) for that queue;

(c) the Agency must use reasonable endeavours to:

(i) consult with the Supplier in good faith prior to any change to the Target AHT; and

(ii) give the Supplier at least one Settlement Period's notice of any change to the Target AHT; and

(d) if:

(i) the Agency does not provide notice of a change to the Target AHT in accordance with section 6.2.12(c)(ii) (for example, where a change is required to business processes at short notice or where there is a change to relevant laws without sufficient time to provide this notice); and

(ii) the Supplier fails the Performance AHT Service Level for the following Settlement Period because of the change to the Target AHT; and

(iii) Service Credits may be applied for that failure,

then the Agency must take the change to the Target AHT into account when it considers whether to apply Service Credits for that Service Level failure. This may include considering the effects of that change on the network wide AHT.

Service Credits

6.2.13 Subject to section 6.2.12, the Agency may apply a Service Credit in the amount specified in the table in section 6.2.14 against the invoiced amount for each Settlement Period in which the Supplier's Actual AHT exceeds the Target AHT as follows:

(a) for Main Business Lines, Service Credits will be applied as a percentage of the invoiced total of Workload Seconds delivered for each applicable Main Business Line; and

(b) for Other Queues, Service Credits will be applied as a percentage of the invoiced total of Workload Seconds delivered for the Other Queues. For clarity, for Other Queues, Service Credits will be applied against an aggregated AHT target (weighted by calls taken).

6.2.14 Service Credits are specified in the following table:

Service Level	**Threshold**	**Service Credit (% x Fees for the applicable Settlement Period)***
Performance AHT	Within a performance range that is: • greater than or equal to 90% of the Target AHT; and • less than or equal to 105% of the Target AHT	0%
	Is either: • greater than 105% of the Target AHT; OR • less than 90% of the Target AHT	1%
	Is either: • greater than 110% of the Target AHT; OR • less than 85% of the Target AHT	2%
	Is either: • greater than 115% of the Target AHT; OR • less than 80% of the Target AHT	3%

	Is either: • greater than 120% of the Target AHT; OR • less than 75% of the Target AHT	4%

**For clarity the Service Credits are not cumulative. For example, if the Supplier's Actual AHT exceeds the Target AHT by 15%, the Service Credit which may be applied by the Agency is 3%.*

6.2.15 If during a Settlement Period, the Supplier was subject to a significant level of recruitment and/or upskill events and the Supplier considers that these events contributed to its failure to achieve the Performance AHT Service Level, the Supplier may submit a claim to the Agency seeking the removal of those Supplier Personnel (i.e. who are new starters or recently upskilled) from the Performance AHT result. The decision to remove such Supplier Personnel from the Performance AHT result will be at the Agency's absolute discretion.

6.3 Activity Transfers Service Level

6.3.1 The Supplier must transfer Activities (including non-phone transfers (**NPTs**)) where an enquiry falls outside its 'Activity Handling Capability'.

6.3.2 Subject to section 6.3.7, the Supplier must transfer 5% or less of the Activities described in section 6.3.3. The 5% described in this section 6.3.2 is a percentage of the combination of Calls taken and number of Workload Manager (**WLM**) items allocated (for the purpose of the term 'Activity', an individual Call and an individual WLM item allocated are each an Activity). For example, the 5% will be calculated as follows:

Activities transferred / (Calls taken + WLM items allocated) x 100

6.3.3 For the purposes of section 6.3.2, the following Activities will contribute to calculation of the 5% or less of the Activities transferred:

(a) for Calls:

(i) the Call does not originate from a specified Skill Tag (as specified in Schedule 1 to Appendix H);

(ii) the Call is not transferred to a specified Skill Tag (as specified in Schedule 2 to Appendix H); and

(iii) the Agent holds the same Skill Tag as the transfer destination (i.e. Agent skilled in CLK_EmploymentServices transfers call to the Employment Services queue); or

(b) for WLM Activities, Activities are returned to the pool for the following reasons:

Workload Manager Inappropriate Transfer Inclusions	
Code	**Description**
LOOP	Activity Complete
AUTO	Automatic System Unassign (48hrs)
CAP	Capability Adjusted

COI	Conflict of Interest
PRO	Proficiency Raised
SSR	Service Support Referral
UUA	User Unavailable

6.3.4 If the Supplier transfers more than 5% of Activities (as described in clause 6.3.2):

(a) the Supplier has failed the Activity Transfers Service Level; and

(b) the Agency may apply a Service Credit in accordance with section 6.3.6.

6.3.5 The Activity Transfers Service Level will be measured by the Agency.

6.3.6 Based on the calculated Activity Transfers Service Level, the Agency will apply a Service Credit against the invoiced amount for the Settlement Period in which the Activity Transfer Service Level is calculated in accordance with the following table:

Service Level	**Service target**	**Thresholds**	**Service Credit (% x Fees for the applicable Settlement Period)**
Activity Transfer Service Level	≤5%	5% or less	0%
		>5%	0.5%
		>10%	1.0%
		>20%	2.0%

6.3.7 The 5% referred to in section 6.3.2 may be varied by notice from the Agency. The Agency will:

(a) provide at least 1 Settlement Period notice of any change to the 5% and the new percentage will apply from the date specified in that notice; and

(b) when determining an alternative percentage, take into account relevant factors including the performance achieved by the Agency or the Supplier for similar services in other service delivery models or contracts.

6.4 Activity Transfers Service Credit application – example treatment

6.4.1 During Settlement Period 02 (SP02), it is determined that 12% of the total number of activities (calls and work items) delivered has been transferred.

6.4.2 As this is higher than the >10% threshold, a Service Credit of 1% applies.

6.4.3 The 1% Service Credit is then applied to the invoice for the Settlement Period being measured (Settlement Period 02).

6.4.4 Summary:

(a) Settlement Period 02 invoiced amount = $1,987,509.61

(b) Activity Transfers Service Level achieved = 12%

(c) Applicable Activity Transfers Service Level threshold = >10%

(d) Applicable Service Credit = 1%

(e) Calculation of Service Credit = $19,875.10

(f) Revised invoice amount = $1,967,634.51

6.5 Voice Biometrics Performance Indicator

6.5.1 The parties agree that, the Smart Centres Customer Service Indicator, Digital Enablement – Voice Biometrics (**Voice Biometrics Performance Indicator**) applies to the Supplier.

6.5.2 The Voice Biometrics Performance Indicator will be calculated on a Settlement Period Basis, and at the conclusion of each Settlement Period.

6.5.3 The Voice Biometrics Performance Indicator measures how many Customer voice print recordings the Supplier successfully converts into enrolments.

6.5.4 To determine whether the Supplier has met the Voice Biometrics Performance Indicator, the Agency will divide the total number of Customer enrolments by the total number of provisional voice prints recorded and expressed as a percentage (**Voice Biometrics Conversion Rate**).

6.5.5 The Supplier must:

(a) achieve a minimum Voice Biometrics Conversion Rate of 49.5%; but

(b) seek to achieve a Voice Biometrics Conversion Rate of 55% or greater.

6.5.6 The Agency will also capture the number of fast notes created for unsuccessful conversions as a percentage of the total number of provisional voice prints recorded, this will not be measured in accordance with the Voice Biometrics Performance Indicator.

6.5.7 No Service Credits will apply to the Supplier in relation to any failure to meet the requirements in section 6.5.5.

6.5.8 The Agency may propose a variation to this Activation Work Order in accordance with the Deed to include a Service Credit mechanism to apply to the Voice Biometrics Performance Indicator. The Supplier must consider any such variation proposal in good faith in order to reach an agreed Service Credit as efficiently as possible.

Schedule 1 Origin telephony skilltags/queues excluded from Transfer assessment

Origin Telephony Skilltag		
CLK_ARAa_Arabic	CLK_PAAa_ParticipSolutionsCust-Cent-NthQLD	CLK_EAPa_REIParticipationSolutionsTeam
CLK_ASRa_Assyrian	CLK_PAAx_ParticipSolutionsCust-Cent-NthQLD	CLK_ECAa_EmployeeasCustLine-ABS
CLK_BOSa_Bosnian	CLK_PABa_ParticipSolutionsCust-NthAust	CLK_ECDa_EmployeeasCustLine-DSC
CLK_CANa_Cantonese	CLK_PACb_ParticipSolutionsPages-SouthEastQLD	CLK_ECEa_EmployeeasCustLine-EMS
CLK_CBTa_NBG_Abstudy_Travel	CLK_PAMa_PSTCCASPSTAssess	CLK_ECFa_EmployeeasCustLine-FAO
CLK_CMC_Reception	CLK_PAPa_PSTCCASWOAssess	CLK_ECRa_EmployeeasCustLine-RET
CLK_CMCa_CentrelinkMultilingualCall	CLK_PAPc_PSTVirtualSupport	CLK_ECYa_EmployeeasCustLine-YAS
CLK_CROa_Croatian	CLK_PAWa_PSTRJCPCCAAssessments	CLK_EIIa_EarnedIncomeIntervent
CLK_D08a_DSCSelfRegistration-SelfServ	CLK_PERa_Persian	CLK_EIIb_EarnedIncomeInvtervention
CLK_DARa_Dari	CLK_POLa_Polish	CLK_EIIc_EarnedIncomeInvtervention
CLK_DINa_Dinka	CLK_PORa_Portuguese	CLK_EIId_EarnedIncomeInvtervention
CLK_ERBa_EarlyReleaseofSuperBenefits	CLK_RUSa_Russian	CLK_EIIe_EarnedIncomeInvtervention
CLK_ERBb_EarlyReleaseofSuperBenefits	CLK_SAMa_Samoan	CLK_EIIs_EarnedIncome
CLK_ERBt_EarlyReleaseofSuperBenefits-IndustryLine	CLK_SERa_Serbian	CLK_F42a_FAOStudyDetails
CLK_FILa_Filipino	CLK_SPAa_Spanish	CLK_LTFa_TPS_FAP_Claim_Enq
CLK_FIOa_FISOfficer	CLK_SRSa_SRSStoSpB	CLK_LTGa_TPSGeneralLayer
CLK_GREa_Greek	CLK_SRSa_SRSSTransfertoCMC	CLK_LTYa_TPS_AgedCare_Fees
CLK_HINa_Hindi	CLK_TURa_Turkish	CLK_PEAa_TPS_AbstudyClaimsEnq
CLK_ITAa_Italian	CLK_VIEa_Vietnamese	CLK_R11a_RETAgedCare
CLK_KHMa_Khmer	CLK_Y05a_YASParticipSolutionTeam	CLK_CIGa_C-LinkInternatServsGreek
CLK_KORa_Korean	CLK_YA4a_DSCYouthandStudentsEnquiry	CLK_CIIa_C-LinkInternatServsItalianQ
CLK_MACa_Macedonian	CLK_ComplaintsLvl2	CLK_CIMa_CISMacedoniaQueue
CLK_MALa_Maltese	CLK_E05a_EMSParticipSolutionsTeam	CLK_IMCd_BasicsCardMultilingual
CLK_MANa_Mandarin	CLK_E07a_EMSRentReview	CLK_IndigenousServices
CLK_APISTechSupport	CLK_APIS_Survey	

Schedule 2 Target telephony skilltags/queues excluded from Transfer assessment

Target Telephony Skilltag		
Centrelink.Direct.RPR_RentProfileReviews	CLK_OCIe_EIIHelpDesk	CS_Mainstream
Centrelink.DSC23.PostIvr.DSP_Taskforce	CLK_OINs_CustComplianceBranchInt	CS_MPs
Centrelink.PreIvr.BasicsCardChangePin	CLK_OSMa_Mygov	CS_NewCustomersGeneral
Centrelink.PreIVR.SocialWork	CLK_P06a_PaymentReviewBoard-TownsvilleAO	CS_NewCustomersRegistration
Centrelink.Xfer.CMCt_TransfertoEnglish9	CLK_P16a_PaymentReviewBoard-Hobart	CS_NonCompliance
Centrelink.Xfer.ENGa_English9	CLK_P18a_PaymentReviewBoard-Tasmania	CS_Objections
Centrelink.Xfer.InterpreterConnect-ic	CLK_P41a_PaymentReviewBoard	CS_PersonalisedServices
Centrelink.Xfer.PostCallSurvey	CLK_P50a_PaymentReviewBoard	CS_PST_ParentSupportTeam
Centrelink.Xfer.TIHb_DHSFraudLine-HICOpt7	CLK_P55a_PaymentReviewBoard	CS_SpecialisedAssessments
Centrelink.XferTo.ATO1800007943	CLK_PAAa_ParticipSolutionsCust-Cent-NthQLD	CS_TSGeneral
Centrelink.XferTo.DHHSVic0390960000	CLK_PABa_ParticipSolutionsCust-NthAust	CS_TSReg
Centrelink.XferTo.DVA133254	CLK_PAMa_PSTCCASPSTAssess	DeptVetAffairs.Direct.PensionPayments_TAS
Centrelink.XferTo.Medicare132011	CLK_PAPa_PSTCCASWOAssess	DeptVetAffairs.Xfer.Comp_Prof_Support_Service
Centrelink.XferTo.MyAgedCare1800200422	CLK_PAPc_PSTVirtualSupport	DeptVetAffairs.Xfer.Comp_Registration_and_Enquiries
ChildSupport.Xfer.CentrelinkFamilyAssist	CLK_PATa_PSTCCAFinalNational	DeptVetAffairs.Xfer.IS_Review_SA
ChildSupport.Xfer.ClientSurvey	CLK_PAWa_PSTRJCPCCAAssessments	DVA_AlliedHlth
ChildSupport.Xfer.FinancialAct	CLK_PAZa_ParticipSolutionsCust-Allothersites	DVA_Direct_AccountsPayable
ChildSupport.Xfer.FinancialNsw	CLK_PEAa_TPS_AbstudyClaimsEnq	DVA_Direct_CCS_Hotline
ChildSupport.Xfer.FinancialNt	CLK_PERa_Persian	DVA_Direct_NAT_MCRG_F111
ChildSupport.Xfer.FinancialQld	CLK_PHRa_PersonalControlElectHealthRecord	DVA_Direct_NSW_Bereavement
ChildSupport.Xfer.FinancialSa	CLK_POLa_Polish	DVA_Direct_NSW_Data_Matching
ChildSupport.Xfer.FinancialVic	CLK_PORa_Portuguese	DVA_Direct_NSW_Income_Support
ChildSupport.Xfer.FinancialWa	CLK_PREa_ProviderRegistrationEnquiry	DVA_Direct_NSW_IS_Aged_Care
ChildSupport.Xfer.FRAdviceLine	CLK_RPR_RentProfileReviews	DVA_Direct_NSW_MCRS_Accounts
ChildSupport.Xfer.GovtEasyPay	CLK_RTIa_DebtMgmtBranchIndigenousPhoneMgmt	DVA_Direct_NSW_Overpayments

Target Telephony Skilltag		
ChildSupport.Xfer.ICTServiceDesk	CLK_RUSa_Russian	DVA_Direct_QLD_Bereavement
ChildSupport.Xfer.Infoserve	CLK_SAMa_Samoan	DVA_Direct_QLD_IS_Aged_Care
ChildSupport.Xfer.ManualCuba	CLK_SERa_Serbian	DVA_Direct_QLD_IS_Claims
ChildSupport.Xfer.Mensline	CLK_SPAa_Spanish	DVA_Direct_QLD_IS_Teleservice
ChildSupport.Xfer.Payroll	CLK_SSRA_SELFSERVICE-136240	DVA_Direct_TAS_Australian_MEPI
ChildSupport.Xfer.ProductsCallCentre	CLK_TSAa_TechnicalSuppOfficer-ABS	DVA_Direct_TAS_Compliance_Rev
ChildSupport.Xfer.SGTSolutionsGateway	CLK_TSBa_AgedCareTSO	DVA_Direct_TAS_Income_Support
ChildSupport.Xfer.StaffFraud	CLK_TSCa_TPS_DSC_Claim_Enq	DVA_Direct_VIC_CLU
ChildSupport.Xfer.TipOffCentrelink	CLK_TSCb_TPS_CRI_Pay_Claims	DVA_Direct_VIC_Income_Support
ChildSupport.Xfer.TipOffMedicare	CLK_TSCC_TPS_CRI_PAY_CLAIMS_EXTREMECIRCS_OTHER	DVA_Direct_WA_DP_Compensation
CLK_ABSa_Abstudy	CLK_TSDa_TechnicalSuppOfficer-DSC	DVA_Direct_WA_Income_Support
CLK_ABSc_Trial	CLK_TSEa_TechnicalSuppOfficer-EMS	DVA_ISPDVA
CLK_APAa_APISbenefit-Passportappointsystem	CLK_TSFa_TechnicalSuppOfficer-FAO	DVA_NAT_HR_HelpDesk
CLK_APGa_APISbenefit-Passportgeneralenquiries	CLK_TSGa_TPS Aged Care Assessments	DVA_Overseas_Commemorations
CLK_APHa_APISbenefit-Passportshelpdesk	CLK_TSIa_TPS-IncomeManagement	DVA_Providers_VAPAC
CLK_ARAa_Arabic	CLK_TSKa_TPS Carers Claim Enquiries	DVA_Transfers_NSW_Primary_Claim_VEA
CLK_ASRa_Assyrian	CLK_POLa_Polish	DVA_Transfers_VIC_Compensation_Int
CLK_ATOa_ATOENQUIRYLINE	CLK_PORa_Portuguese	DVA_Transfers_VSC_to_Offset_and_Manual
CLK_BOSa_Bosnian	CLK_PREa_ProviderRegistrationEnquiry	DVA_Xfer_BCWD_Vendors
CLK_CANa_Cantonese	CLK_RPR_RentProfileReviews	DVA_Xfer_DSH_Subsidy
CLK_CIDa_C-LinkInternatServsOtherDomestic	CLK_RTIa_DebtMgmtBranchIndigenousPhoneMgmt	DVA_Xfer_Hlth_Ops_Other
CLK_ComplaintsLvl2	CLK_RUSa_Russian	DVA_Xfer_HlthCard_Eligibility
CLK_CROa_Croatian	CLK_SAMa_Samoan	DVA_Xfer_Long_Dist_Trans
CLK_CSAa_ChildSuppAgencytransfers	CLK_SERa_Serbian	DVA_Xfer_MEPI_Prov_Med_Treat
CLK_CSAd_ChildSupportProgramNational	CLK_SPAa_Spanish	DVA_Xfer_MRCA_SRCA_TravelEnq
CLK_CSAh_ChildSuppAgencytransfers	CLK_SSRA_SELFSERVICE-136240	DVA_Xfer_NAT_BCWD
CLK_CSAh_ChildSupportProgramIndigenous	CLK_TSAa_TechnicalSuppOfficer-ABS	DVA_Xfer_NAT_CN_VHC_Ops

Target Telephony Skilltag		
CLK_CSAi_ChildSupportProgramFRAL	CLK_TSBa_AgedCareTSO	DVA_Xfer_NAT_DHOAS
CLK_DARa_Dari	CLK_TSCa_TPS_DSC_Claim_Enq	DVA_Xfer_NAT_DSH_Ins
CLK_DFISA	CLK_TSCb_TPS_CRI_Pay_Claims	DVA_Xfer_NAT_IS_ACD
CLK_DINa_Dinka	CLK_TSCC_TPS_CRI_PAY_CLAIMS_EXTREMECIRCS_OTHER	DVA_Xfer_NAT_RAP
CLK_DMKa_DebtMgmtBranch	CLK_TSDa_TechnicalSuppOfficer-DSC	DVA_Xfer_RAP_Accounts
CLK_DMRa_Compliance	CLK_TSEa_TechnicalSuppOfficer-EMS	DVA_Xfer_SA_Bereavement
CLK_DOAa_DOAaReviewOptDSCIVR	CLK_TSFa_TechnicalSuppOfficer-FAO	DVA_Xfer_SA_IS_Claims
CLK_DRIa_DebtRecoverIndigenous	CLK_TSGa_TPS Aged Care Assessments	DVA_Xfer_SA_VAN_Incapacity
CLK_DRUa_DRU	CLK_TSIa_TPS-IncomeManagement	DVA_Xfer_SA_VAN_Rehab
CLK_DTAa_RecordCorrectnessReview	CLK_TSKa_TPS Carers Claim Enquiries	DVA_Xfer_Transport_Claims
CLK_DVAClearance	CLK_TSMa_TSMTechSuppMedicare	DVA_Xfer_TransportContracts
CLK_EIIa_EarnedIncomeIntervent	CLK_TSPa_TPS_OA_Claim_Enq	DVA_Xfer_VAN_Common
CLK_EIIb_EarnedIncomeInvtervention	CLK_TSRa_TechnicalSuppOfficer-RET	DVA_Xfer_VAN_to_CCU
CLK_EIIc_EarnedIncomeInvtervention	CLK_TSSa_TechnicalSuppOfficer-ERSB	DVA_Xfer_VHC_CN_Nurse_Advisor
CLK_EIId_EarnedIncomeInvtervention	CLK_TSVa_TPS_Student_Claim_Enq	DVA_Xfer_VIC_Pri_Claim_VEA
CLK_EIIe_EarnedIncomeInvtervention	CLK_TSYa_TechnicalSuppOfficer-YAS	DVA_Xfer_VIC_VSC_Aged_Care
CLK_EIIs_EarnedIncome	CLK_TURa_Turkish	DVA_Xfer_WA_IS_Claims
CLK_EMJa_AustVictimsofTerrorOverseasPayment	CLK_UPCa_UrgentPaymentIncomeMgmtTransfer	IVR_TRANSFER_CS_PAYROLL
CLK_ERBa_EarlyReleaseofSuperBenefits	CLK_VIEa_Vietnamese	MCA_AgedCare
CLK_ERBb_EarlyReleaseofSuperBenefits	CS_1800RESPECT_Afterhours	MCA_CDBS
CLK_ESTA_TRANSFERTO13EARN	CS_Agreements	MCA_ComplaintsLvl1
CLK_FILa_Filipino	CS_Care	MCA_ComplaintsLvl2
CLK_FIOa_FISOfficer	CS_CareObjections	MCA_CompRcvryT2
CLK_FITa_Trial_FinancialInfoTransfer	CS_Case_Mainstream	MCA_eBus_PRODA_T2
CLK_GREa_Greek	CS_ComplaintsLvl1_Care	MCA_ExtBreastProsth
CLK_HLPe_ComplianceHelpdeskEII	CS_ComplaintsLvl1_DeceasedCustomers	MCA_MedicareCardProv
CLK_HLPl_ComplianceHelpdeskLOC	CS_ComplaintsLvl1_EmployerWithholding	MCA_MedicareDebtRec

Target Telephony Skilltag		
CLK_IMCa_IncomeMgmt	CS_ComplaintsLvl1_IntMainstream	MCA_MPSTPA
CLK_IMCd_BasicsCardMultilingual	CS_ComplaintsLvl1_IntNewCustomersGeneral	MCA_OrgnDnr
CLK_IMPa_IMP	CS_ComplaintsLvl1_IntNewCustomersRegistration	MCA_PBSAuthorities
CLK_INAa_CentreIndigenousAgentOpt	CS_ComplaintsLvl1_Mainstream	MCA_PBSPharmAdvisr
CLK_INCa_IMExemptionTeam	CS_ComplaintsLvl1_NewCustomersGeneral	MCA_PBSTPA
CLK_INDa_IndigenousServs	CS_ComplaintsLvl1_NewCustomersRegistration	MCA_ProvElig_Assist
CLK_INEa_INE-NonRemoteHandoff	CS_ComplaintsLvl1_NonCompliance	MCA_Pub
CLK_INGa_IndigenousGeneral	CS_ComplaintsLvl1_Objections	Medicare.Xfer.PostCallSurvey
CLK_INHa_INH-RemoteHandoff	CS_ComplaintsLvl1_PersonalisedServices	Medicare.XferDirect.OptometricalIVR
CLK_ITAa_Italian	CS_ComplaintsLvl1_SpecialisedAssessments	Medicare.XferTo.150000
CLK_KHMa_Khmer	CS_ComplaintsLvl2	Medicare.XferTo.150001
CLK_KORa_Korean	CS_CTP	Medicare.XferTo.150003
CLK_LTYa_TPS_AgedCare_Fees	CS_DeceasedCustomers	Medicare.XferTo.150004
CLK_MACa_Macedonian	CS_Emergency	Medicare.XferTo.150006
CLK_MALa_Maltese	CS_EmployerWithholding	Medicare.XferTo.150007
CLK_MANa_Mandarin	CS_ESOnline	Medicare.XferTo.150008
CLK_MEPa_EmergencyMeducalEquipmentPayment	CS_EstimateReconcilliations	Medicare.XferTo.150009
CLK_NBGa_TechSupport	CS_IncarceratedCustomers	Medicare.XferTo.150011
CLK_NBOa_BusinessHotline	CS_IntensiveSupportGateway	Medicare.XferTo.150012
CLK_NDIa_GeneralEnquiry	CS_IntLegal	Medicare.XferTo.150013
CLK_NDIA_Provider_Claim_Assisted	CS_IntMainstream	Medicare.XferTo.150014
CLK_NDIb_Provider	CS_IntNewCustomersGeneral	Medicare.XferTo.150016
CLK_NDIc_Proda	CS_IntNewCustomersRegistration	Medicare.XferTo.150019
CLK_NDId_DefinedPrograms	CS_IntNonCompliance	Medicare.XferTo.150020
CLK_NLSa_NonLanguageSpecific	CS_Legal	Medicare.XferTo.150021
CLK_OCIa_OnlineComplianceIntervention	CS_Litigation	Medicare.XferTo.150022
CLK_OCIb_OnlineComplianceIntervention		